Open Spaces and City Gardens

Date:	**TUESDAY, 9 DECEMBER 2014**
Time:	**11.15 am**
Venue:	**COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members: Alderman Ian Luder (Chairman)
Deputy Alex Deane (Deputy Chairman)
George Abrahams (Ex-Officio Member)
Deputy Robert Howard
Wendy Mead
Barbara Newman
Jeremy Simons
Deputy Michael Welbank
Alderman Gordon Haines (Ex-Officio Member)
Virginia Rounding
Verderer Peter Adams (Ex-Officio Member)
Graeme Smith

Enquiries: Natasha Dogra
natasha.dogra@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the minutes of the previous meeting.

   For Decision
   (Pages 1 - 6)

4. **UPDATE ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
   Verbal update by the Director of Open Spaces.

   For Information

Open Spaces

5. **ANNUAL PUBLIC RELATIONS UPDATE**
   Report of the Director of Public Relations

   For Information
   (Pages 7 - 12)

6. **THE CITY OF LONDON OPEN SPACE STRATEGY-DRAFT SUPPLEMENTARY PLANNING DOCUMENT**

   Joint report of the Director of Open Spaces and the Director of the Built Environment.

   For Decision
   (Pages 13 - 88)

7. **REVENUE AND CAPITAL BUDGETS - 2014/15 AND 2015/16**
   Joint Report of the Chamberlain and the Director of Open Spaces.

   For Decision
   (Pages 89 - 98)

8. **BUSINESS PLAN: QUARTERLY PERFORMANCE UPDATE**
   Report of the Director of Open Spaces.

   For Information
   (Pages 99 - 112)

9. **RISK MANAGEMENT STRATEGY**
   Report of the Chamberlain.

   For Information
   (Pages 113 - 148)

City Gardens

10. **SUPERINTENDENT'S UPDATE**
The Superintendent of City Gardens to be heard.

For Information

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

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

Part 2 - Non-Public Agenda

13. **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.

For Decision

14. **NON-PUBLIC MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 149 - 150)

15. **FINSBURY CIRCUS GARDEN - REINSTATEMENT UPDATE**
Report of the Director of Open Spaces.

For Decision
(Pages 151 - 168)

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

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

This page is intentionally left blank

OPEN SPACES AND CITY GARDENS
Monday, 13 October 2014

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 13 October 2014 at 11.30 am

Present

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

Officers:

Susan Attard	Deputy Town Clerk
Natasha Dogra	Town Clerk's Department
Sue Ireland	Director of Open Spaces
Martin Rodman	Superintendent, West Ham Park and City Gardens
Louisa Allen	Open Spaces Department
Jo Hurst	Open Spaces Department
Martin Hartup	Open Spaces Department
Nigel Lefton	Remembrancer's Department
Sam Cook	Remembrancer's Department
Paul Beckett	Department of the Built Environment
Sarah Chalke	City Surveyor's Department
Alison Elam	Chamberlain's Department

1. **APOLOGIES**
   Apologies had been received from Graeme Smith and George Abrahams.

2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**
   There were no declarations.

3. **MINUTES**
   Resolved: that the minutes of the previous meeting be agreed as an accurate record.

4. **UPDATE ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
   The Committee received an update from the Director of Open Spaces informing Members that the visit to the Olympic Park on 3 October 2014 had been very

well received. A note of thanks had been sent to Mark Camley and Alistair Bayford.

Members also noted that the Epping Forest and Commons Committee had agreed the following Dog Control Orders to be implemented at Burnham Beeches coming into effect on 1 December 2014:

Schedule 1. Pick up dog faeces - resolved to make The Fouling of Land by Dogs (Burnham Beeches) Order 2014, to be applied as proposed, across the whole site.

Schedule 2. Dogs on leads at all time - resolved to make The Dogs on Leads (Burnham Beeches) Order 2014 to be applied as proposed.

Schedule 3. Dogs on leads where requested - resolved to make The Dogs on Leads by Direction (Burnham Beeches) Order 2014 to be applied as proposed.

Schedule 4. Dog exclusion zones - resolved to make The Dogs Exclusion (Burnham Beeches) Order 2014 as proposed. Dogs would be excluded from the area around the café, as currently applied using the existing voluntary agreement.

Schedule 5. Maximum number of dogs per responsible person - resolve to make The Dogs (Specified Maximum) (Burnham Beeches) Order 2014 as proposed.

It was noted that Epping Forest and Commons Committee Members would receive an update from the Superintendent in July 2016 and a full review from the Superintendent in January 2017. This was to ensure that those who objected could be content that the matter would be closely monitored and speedily amended if required.

The Director informed Members that a letter had been received from the Kennel Club, addressed to the Lord Mayor, stating that in light of the Epping Forest and Commons Committee decision regarding the City of London's dog control orders in Burnham Beeches, the Kennel Club had decided to terminate their agreement with the City of London which was signed by Alderman Robert H Hall in 2011. A response had been sent by the Chairman of the Open Spaces and City Gardens Committee.

The Deputy Chairman placed on record his disagreement with the decision made by the Epping Forest and Commons Committee regarding Dog Control Orders at Burnham Beeches.

5. **OPEN SPACES LEGISLATION**
    Members noted the possible modifications to the legislation governing the Corporation's Open Spaces. The aims of the changes would be to clarify the management powers available to the Corporation, to increase opportunities to receive revenue for the benefit of the Open Spaces, and to strengthen enforcement powers against wrongdoers. If Members agree that such changes should be further considered, it was proposed that the views of local interest groups be canvassed. It was anticipated that more detailed proposals would then be drawn up for evaluation by Members with a view to the promotion of a City of London Bill (if appropriate) in the autumn of 2015.

Members informed Officers that the current document lacked detail and would need to be strengthened before any modifications could ne agreed. Members noted that they were being asked to agree a consultation at this stage, and any modifications to legislation would need to be agreed by the Grand Committee.

It was noted that modifications to this legislation would not affect the City's ability to implement local bye laws. Members agreed that the shortcomings in current legislation meant that modification was necessary.

Resolved: That Members agreed to instruct Officers to test the views of local interest groups on possible modifications to the legislation, as described in this Report.

6. **SUGGESTED RESPONSE OF THE CITY CORPORATION TO THE MAYOR'S LONDON INFRASTRUCTURE PLAN 2050 CONSULTATION**
Members were informed that on the 30th July 2014 the Mayor of London published for public consultation his draft London Infrastructure Plan 2050. The document summarized the significant growth expectations for London during this period and then suggests what infrastructure London will need, how much it will cost, and how we can fund and deliver it. Members noted that London's resident population was projected to grow from 8.5 million now to over 11 million by 2050, its working population from 4.9 million in 2011 to 6.3 million in 2050, and its annual visitor numbers to grow from 15 million to 21 million during 2012-22.

The actual infrastructure projects delivered over this long timeframe may not be those identified by Officers at this stage but they identified six priority infrastructure types considered essential for London's continuing success:-
1. Transport – a better connected city
2. Green infrastructure – forming a strategic network
3. Digital connectivity – fast and ubiquitous access to the internet
4. Energy supplies – secure, affordable and sustainable
5. Water supplies – secure and resilient
6. Waste management – moving from waste to reuse.

Members welcomed this pioneering and ambitious attempt to set out the infrastructure implications of the significant future growth projected for London and agreed that such long term planning is essential to the long term success of London as a world city. Members agreed that the language in the report could be strengthened to highlight the City's commitment to this plan. Officers informed Members that the content of the submission would come back to the Committee for sign off in due course.

Members agreed that the current document lacked reference to the beneficial effects open spaces have on health and wellbeing. Officers informed Members that this report had been well received by the Health and Wellbeing Board. Officers also agreed to make reference to air quality in the City and the impact it has on health and wellbeing.

Resolved: That Members agreed the basis of the City Corporation's submission to the Mayor in response to his consultation paper.

7. **OPEN SPACES EDUCATION STRATEGY**
Members noted that the City of London Open Spaces Department had delivered education services over a number of years. Although these services were not a statutory element of provision, prescribed in the Open Spaces Acts, they had been viewed as playing an important role in encouraging visitors to sites and increasing understanding of the ecology and heritage of the sites. In recent years grant funding from the City Bridge Trust and the Heritage Lottery Fund, as well as work with partners, has led to the expansion and development of provision. This report outlined current services provided and the associated costs. It also outlined the medium term impact of the service-based review exercise on funding for education provision. The report proposed the development of a single learning programme across sites. It proposed priorities for such a programme which will constitute an education strategy for the department.

Members queried whether education work should be determined by the Education Board, as the City Corporation now had an over-arching education policy. Officers informed Members that the Board would be consulted on this work. The Committee would receive an annual information report regarding the education strategy. Officers said they met on a regular basis to share good practice and development with each other and so any overlap between duties would be highlighted at Officer level.

Members queried the role of the Epping Forest Field Studies Centre, and were informed by Officers that the Centre came under the remit of the Epping Forest and Commons Committee, however Officers would look into the educational opportunities offered by the Centre.

Members were advised that this package must be finalised before any funding or sponsorship could be sought.

Resolved: That Members:
• Agreed the proposed strategy for development of a departmental education strategy.
• Delegate authority to the Director of Open Spaces, in consultation with the Chairman and Deputy Chairman, responsibility for development of an education, outreach and volunteering programme.

8. **FINSBURY CIRCUS REINSTATEMENT UPDATE**
The Superintendent advised the Committee that a series of meetings had taken place between Officers and Crossrail recently. In preparing an update report intended for this meeting, officers had discovered that, contrary to what was thought to be the case, the City of London Bowling Club had not accepted any money from Crossrail and had not relocated to Shadwell. The Bowling Club has now made it clear that that it wishes to return to Finsbury Circus upon completion of Crossrail and that it requires officers to prepare an agreement with proposed costs for maintenance of the green and Clubhouse for

consideration. The Committee stated that the reinstatement of a new bowling green in the renewed landscape at Finsbury Circus is a matter of principle, and should be considered in light of the Service Based Review. The Committee asked for a report to be brought to their December meeting in order to consider outline design options for the future of Finsbury Circus.

9. **SUPERINTENDENT'S UPDATE**
The Committee received an update from the Superintendent and noted the following:

Finance
The City Garden budget was in line with agreed budget profiles.

Staff
A recently recruited gardener had joined the team on a fixed term contract last week.

City, London and Britain in Bloom Campaign
On the 8th September, officers attended the London in Bloom finalist award celebrations. The City won an overall Gold for the Town category and as a Special Award, won Borough of the Year.

The City also won the following award:
Town Category
City of London – Gold (assessing the overall impact of managing open spaces including: horticultural achievement, environmental responsibility and community participation)
Small Cemetery
Silver Gilt & Category Winner- Bunhill Fields, City of London
Small Park of the Year
Gold - Cleary Gardens, City of London
Gold - Festival Gardens and Queens Diamond Jubilee Garden, City of London
Gold - Portsoken Street Garden, City of London
Gold - Christchurch Greyfriars Church Garden, City of London

The Britain Bloom final awards presentations are taking place in Bristol on 16th October 2014, officers from City Gardens will be attending.

As part of The London Garden's Society awards ceremony which took place on 3rd October, City Gardens won Certificates of Excellence for: Cleary Gardens, Christchurch Greyfriars and Festival Gardens.

Christchurch Greyfriars was awarded the Luder Cup as part of the Flowers in the City competition, awarded at the Mansion House by the Lord Mayor last week.

City in Bloom
A celebration event to recognise the contribution made by residents, schools and businesses to the City's green spaces will take place on Monday 27th October in Middle Temple. The event has been organised primarily by the

Friends of City Gardens and sponsored by Helaba, a German Bank in memory of a staff member.

The Christmas Tree Lighting Event
The Christmas tree lighting ceremony will take place on 4th December at 4pm, the Lord Mayor would be in attendance and the St Paul's Cathedral choir will be singing at the event.

Members congratulated Officers on their recent successes and thanked them for their hard work.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**
There was no urgent business.

12. **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.

13. **NON-PUBLIC MINUTES**
Resolved: That the minutes were agreed as an accurate record.

14. **CITY GARDENS RESERVE FUND**
The Committee received the report of the Director of Open Spaces.

15. **SERVICE BASED REVIEW PROPOSALS**
The Committee received the report of the Director of Open Spaces.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business.

The meeting ended at 12.30 pm

Chairman

Committee: Open Spaces and City Gardens	Date: 9 December 2014	Item no.
Subject: Open Spaces and City Gardens: Annual Public Relations update	**Public**	
Report of: Director of Public Relations	**For Information**	

Summary

This report updates Members on Public Relations activities in support of the services for which the Open Spaces and City Gardens Committee is responsible during the period October 2013 to November 2014. The activities in this report are also in support of the *Communications Strategy 2014- 2017*. Highlights of the support for the services of the Committee include:

- Media
- Public Affairs
- Events
- Website
- Digital communications and social media
- Literature and related activities
- Member and internal communications
- Filming
- Sponsorship

Recommendations

The Committee is recommended to receive this report on Public Relations activities during the period October 2013 to November 2014 in support of the services for which the Committee is responsible.

1. Introduction

1.1 This report highlights the activities of the Public Relations Office, in the period October 2013 to November 2014, in support of the services for which this Committee is responsible.

1.2 As part of the current *Communications Strategy* there are two specific communications priorities at present while are relevant to Port Health and Environmental Services:

- Working in partnership with London's communities – the work the City Corporation does to support education, as well as social and

cultural opportunities, for all Londoners to help to improve their quality of life, through promoting employability and encouraging greater aspiration and diversity, and to provide jobs and growth across the capital; and

- Contributing to London's culture, heritage and green spaces – the work the City Corporation does across London and the UK to help preserve the nation's heritage, contribute to its cultural life and provide green spaces across the capital and beyond.

2.   Media

2.1   Throughout the year, October 2013 to November 2014, the Media Team achieved 798 Open Spaces stories in print online, television and radio. According to Gorkana (the independent media monitoring agency), the total advertising value of the coverage achieved in print amounted to £1,052,996.

2.2   Highlights of stories initiated by the Media Team in the PR Office throughout the period September 2012-October 2013 include:

- *The Guardian* (24 October 2014) – Director of Open Spaces Sue Ireland and Epping Forest Conservation Manager Jeremy Dagley were interviewed in a major feature on the negative impact of foraging on UK woodlands. Sue was also interviewed on BBC Radio 4 *Farming Today* and *BBC London 94.9.*

- Paul Maskell, Leisure & Events Manager at Hampstead Heath was interviewed on *ITV News London* (TV, 03 November 2014) on the Hampstead Heath Heritage Festival and mass conker championships

- The City of London Corporation's sponsored guardian at the RHS Chelsea Flower Show was broadcast as the lead item on the flagship BBC 1 programme, with a peak audience of more than three million. The Media Team publicised the garden to the BBC producer and developed the sequence for broadcast.

- Hampstead Heath Business Manager Yvette Hughes was quoted in an *Evening Standard* article (29 May 2014) after the Heath began granting license for weddings

- *ITV News London, The Independent, The Metro* and the *Epping Forest Guardian* (12 December 2013) all ran stories after a life-size fly-tipped stuffed black panther was spotted in trees by Forest Keepers on the foggiest day of the year.

2.3   In addition to the work outlined above, the Media Team has been working closely with the Director of Open Spaces and the Surveyors Department on the Epping Forest Tea Hut tendering process and also on the Hampstead Heath Ponds Project and Dog Control Orders at Burnham Beeches.

3.   Public Affairs

3.1   The PR Office provides Public Affairs advice to Departments across the organisation on specific issues that may affect their work as and when required. Work undertaken has included the visit of Shadow Employment Minister Stephen Timms MP to West Ham Park last summer.

4.   Events

4.1   The PR Office facilitates events which engage staff from across the organisation, including:

- The contribution of all relevant departments to the London Councils Summit, which took place on 22 November 2014 – each department submitted publicity material to promote the services and activities of the City Corporation to an audience of over 250 pan-London councillors and chief officers.

- The annual City Wide Residents' Meeting, which took place on 23 June, provided City residents with an opportunity to meet City Corporation officers from across the organisation and learn more through stalls at the event about the wide range of services offered by the City Corporation.

- The PR Office also facilitates arrangements for the Open House London, allowing buildings owned by the City of London to be opened to the public during the weekend of 20-21 September. Over 6,000 visitors came to both the Guildhall and Mansion House over the course of the weekend.

In addition to the above activities the Team runs various staff only events including Staff Annual Lunches, Masterclasses and Strategic Briefings.

5.   Publishing and related activities

5.1   The PR Office is also responsible for the corporate publications strategy and its implementation. In addition, the PR Office is also responsible for the City Corporation's brand identity and assists Departments with branding guidelines. The PR Office has worked with Open Spaces to

develop their new brand identity which has now been rolled out across sites and published materials. The Lord Mayor's Show leaflet and programme included copy on the City Corporation's wider services with specific references to green spaces. The PR Office also published a double-sided map of City Corporation services that benefit London and the nation with one side mainly focused on green spaces across the capital.

6.   Website

6.1   The PR Office is responsible for the City of London Corporation's external website. During the past year the majority of this work has been focussed on the quality of its content – across the four main clusters – to make it as easy as possible to find via search engines and for it to be relevant, current and user-friendly. The Office has organised a number of workshops and facilitates regular weekly meetings with content providers across the organisation to share best practice and discuss any issues. It regularly reviews pages relating to Open Spaces and alerts editors when content is out of date, needs rewriting for clarity or is missing information. Green spaces pdfs and maps continue to be popular downloads from the site. PRO is now working on a 'Customer Carewords' initiative to fine tune the site so it continues to be geared to the needs of users, including those of the City Corporation's green spaces.

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

7.   Digital communications and social media

7.1   The Public Relations Office is responsible for the creation and development of digital communications. It also gives advice to departments on how to communicate across social platforms. The City Corporation now has 23 Facebook pages (including Hampstead Heath and City Commons pages) and just over 50 Twitter feeds (including Epping Forest and West Ham Park), a YouTube channel and Flickr account which cover the wide range of services we provide (a full list is available at www.cityoflondon.gov.uk/social).

8.   Member and internal communications

8.1   The PR Office, working closely with the Member Services Team, has responsibility for communications with Members. This includes the Members' Briefing which has recently been reviewed, as well as providing updates and briefings to Members on topical issues.

8.2   The PR Office provides internal communications for the City Corporation as a whole and gives support to individual Departments as and when required. Open Spaces are regularly supported and assisted in improving communications through a number of channels and in a variety of ways from communication advice and practical assistance where required (for example, design and editing issues) for news and feature publicity via the corporate channels and in some cases local communications activity.

8.3   The PR Office ensures that story coverage in the e-magazine the Leader, the intranet, the Town Clerk's Bulletin and the eLeader bulletin is regular, timely and in particular celebrates the successes of the Open Spaces and showcases latest initiatives and service developments. The last edition of The Leader included a page authored by Clare Eastwood about Epping Forest's annual deer count.

9.   Filming

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

10.   Sponsorship

The City of London sponsored the Urban category in the British Wildlife Photography Awards which produced this year's overall winner. The City Corporation received recognition through the Awards website, the 25,000 print run awards book and the photographic exhibition which toured the UK for six months.

Background Papers:

Members will find it useful to refer to the *Communications Strategy 2014-2017*

Contact:
Tony Halmos
Director of Public Relations
020 7332 1450
tony.halmos@cityoflondon.gov.uk

This page is intentionally left blank

Committee:	Date:
Open Spaces and City Gardens Committee Planning & Transportation Committee	9th December 2014 13th January 2015
Subject: The City of London Open Space Strategy–draft Supplementary Planning Document	**Public**
Report of: The Director of Open Spaces The Director of the Built Environment	**For Decision**

Summary

This report is a follow-up report to that dated 2nd June and 10th June 2014, and explains the consultation process regarding the production of the draft of the City of London Open Space Strategy.

Following a period of public consultation, proposed changes have been added where appropriate. Comments from the consultation have been summarised and collated and responses to these are illustrated at Appendix 1.

Members are asked to agree the final draft City of London Open Space Strategy and allow its adoption as a Supplementary Planning Document within the City of London Local Plan as shown in Appendix 2.

Recommendation

Members are asked to:

Approve the final draft of the City of London Open Space Strategy Supplementary Planning Document, appended at Appendix 2, for adoption and publication.

Main Report

Background

1. The City of London produced its first Open Space Strategy in 2008 as a direct response to The Mayor's London Plan (2004). The Strategy was undertaken using the Mayor of London's best practice guidance to preparing Open Space Strategies, which reflected government guidance set out in Planning Policy Guidance (PPG) 17.

2. As a result of the 2008 strategy, a number of objectives outlined in the document's aims and objectives have been achieved mainly through the pedestrianisation of roadway to create high quality open space. There has been an increase of one hectare of accessible open space, four new play areas have been installed as well as additional seating and exercise features, a hundred trees have been planted and where new planting schemes have been implemented these have been designed to encourage biodiversity and wildlife. There has also been an increase in Sky Gardens as a result of planning conditions and an increase in the range and variety of seasonal events and activities to suit the diversity of the users of open spaces in the City.

3. The National Planning Policy Framework (issued in 2012) has replaced all of the Planning Policy Guidance documents, but paragraph 73 indicates that "planning policies should be based on robust and up to date assessments of the need for open space…". There remains, therefore, a need to prepare an Open Space Strategy and keep this updated through regular monitoring and auditing of open spaces. This draft Strategy has been prepared using the general principles adopted in the City of London Open Space Audit March 2012 and guidance issued by the Commission for Architecture and the Built Environment (CABE) and the Mayor of London in 2009 to assist London Boroughs in preparing Open Space Strategies.

4. The preparation of the Draft Open Space Strategy has been an opportunity to review and build on the previous 2008 Strategy and to set a framework for the improvement and long term sustainability of existing and future spaces.

5. On 2nd June and 10th June the Open Spaces Committee and the Planning and Transportation Committee respectively, approved the Draft City of London Open Space Strategy (CoLOSS) and agreed its content for public consultation. This consultation took place between the months of June to September this year.

The Consultation Process

6. To achieve a worthwhile process, the following stakeholder groups were consulted:

- Residents, through events such as the Guildhall resident consultations and working groups such as the City of London Access Group and the Friends of City Gardens;
- City of London Members;
- Key officers from across City of London departments;
- Garden users, through the City Gardens and City of London website and through the extensive database of contacts, the latter held by the City Gardens Section;
- Key organisations and agencies throughout the industry for example the London Parks and Green Spaces Forum; and
- Neighbouring boroughs.

7. The consultation period triggered approximately sixty comments from seventeen respondents. Those received were wide ranging, some of which have been addressed and added to the Strategy. Comments received and the City Corporation's responses are included in Appendix 1.

8. The draft CoLOSS, can be seen in Appendix 2.The published document will include photographs and will be in an accessible format to enable people with visual impairments to have it read to them electronically.

The Way Forward

9. The draft CoLOSS is intended to be realistic. The targets outlined in the Five Year Action Plan, as seen in Appendix 3, rely on external funding and development opportunities as well as support from other departments and stakeholders. The Five Year Action Plan will not be published as part of the Supplementary Planning Guidance, but will be referenced in the Open Spaces Business Plan which will provide an annual summary of progress. An Open Spaces audit will be undertaken and reviewed in 2018 in order to feed into a full review of the CoLOSS scheduled for the following year.

10. At all stages throughout the production process, the Strategy has taken into account the unique nature of the City environment and the challenges faced when trying to adapt the City's open spaces into a generic national strategy template.

Financial Implications

11. The Strategy recognises the challenges faced by the City in the current fluctuating financial climate and seeks to address these in a realistic way. It recognises that Open Spaces revenue budgets are fully committed and consequently improvements can only occur if new and innovative ways of securing finance are explored, including through S106 planning obligations and the Community Infrastructure Levy (CIL). The revenue implications of the Strategy are therefore budget neutral.

Other Significant Implications

12. The production of an Open Space Strategy fulfils key requirements highlighted within the City's Local Plan, notably Core Strategic Policy CS19: Open Spaces and Recreation. Good quality open spaces improve the health of the City's communities and create a pleasant environment which encourages businesses to locate in the City.

13. The provision of high quality open space in the City supports a wide number of key City of London policies and objectives contained within the core objectives of the City of London Community Strategy:

…**is competitive and promotes opportunity**

To facilitate the opportunity for exemplary, innovative inclusive and sustainable design which respects and enhances the distinctive character of the City.

…protects, promotes and enhances our environment

To reduce our impact on climate change and how to improve the way we adapt to it.

To continue to minimise noise, land and water pollution and improve air quality where this is possible.

To conserve and enhance biodiversity.

*…***is safer and stronger**

*To strengthen the City's third sector to further meet the needs of our communities and promote volunteering***.**

Consultation

14. The Chamberlain, the City Surveyor, Community and Children's Services, Environmental Services and the City Solicitor have consulted in the preparation of this report and their comments have been incorporated.

Conclusion

14. The completion and adoption of a comprehensive revised City Open Space Strategy will ensure that the City is strategically managing its open space portfolio in accordance with regional and national good practice.

15. It also offers an opportunity to clearly set out our aims, objectives and policies on open space in the City in order to help safeguard our existing spaces and ensure that all opportunities to increase provision can be properly considered in the context of a long term strategy.

Background Papers:

Appendix 1: Comments and responses from the consultation period (June – September 2014)

Appendix 2: Draft City of London Open Space Strategy SPD December 2014

Appendix 3: Open Spaces Strategy, Five Year Action Plan 2014

Contact:

Louisa Allen, City Gardens Manager
020 7374 4140
Louisa.allen@cityoflondon.gov.uk

Lisa Russell, Planning Officer
020 7332 1857
Lisa.russell@cityoflondon.gov.uk

Name	Organisation	Comment	City Corporation Response
DP9	British Land plc	Support the SPD's vision.	Support welcomed.
		Support the objective to increase the amount of open space, including through securing public access to private open space. But this needs to recognise other factors, such as security and amenity of the development and surrounding users.	Wording has been added to Objective 3 to address security issues.
		Roof space can fulfil a number of requirements, including green roofs, roof gardens, viewing platforms, but other uses, such as a restaurant, may be more appropriate.	Wording has been added to encompass amenity, recreation and catering roofs in the Green Roofs and Roof Spaces section.
Jeff Hennessey	City of London Labour Party	The City has successfully converted streets used by motorised traffic into areas for pedestrians and open space. The street scene enhancement programme should be highlighted in the SPD.	The Environmental Enhancement programme is referenced several times in the Strategy.
		What does the City have in mind for shared space? Given the reduction in traffic this could be achieved, for example, at Stoney Lane/Gravel Lane.	The City Corporation encourages the implementation of shared space schemes in appropriate locations. Such schemes are considered at an early stage of project development.
Collette Willis	Westminster City Council	Would welcome acknowledgement of open spaces in adjoining boroughs, particularly in Fig. 2, and recognition of connectivity between spaces across borough boundaries.	Data on open spaces in neighbouring boroughs is not held in a map format.
Jace Tyrrell	City Property Association	Support intention to improve the quantity and quality of open space. Quality of spaces often more important than quantity. Public realm should be a priority for CIL funds. Requirement for open space should not hinder development, especially space within buildings. Management plans are appropriately secured by conditions or s.106 agreements.	Comments welcomed.
John Scofield	City of London Archaeological Trust	The outlines of prominent Roman, medieval or Tudor buildings under open spaces should be marked out in stone paving, as in Guildhall Yard.	Wording has been included to encourage such projects in the Historic Parks and Gardens section of the Strategy.
Michael Devanny	Environment Agency	Pleased with the content of the SPD. Support strategy to increase open spaces. Strategy takes account of climate change.	Support welcomed.
		Would like to see more reference to SuDS, particularly as an objective. Should include London Plan policy5.13 and City Local Plan policy DM 18.2 on SuDS and surface water flooding.	Have added references to SuDS in the suggested locations in the Strategy.

Name	Organisation	Comment	City Corporation Response
Piotr Behnke	Environment Agency	Increases in open space are a positive step. Green infrastructure should be mentioned: green roofs and walls. Open ground surface to allow infiltration of rain water.	Green walls and roofs are listed and discussed in the Strategy, as are SuDs.
Gemma Jamieson		Strategy is good.	Support welcomed.
Simon Vince	Heathrow Airport	No effect on safeguarding.	No comment.
John Taysum		Beech Gardens, Barbican, are a green roof and are currently being rebuilt to stop water leaks. They are not included in the Green Roof Case Studies, but the map shows Beech Gardens, along with Thomas Moore Garden as 'amenity green space.' These anomalies should be reviewed. Support draft Strategy, particularly Objective 9 (improve health and wellbeing) and 3.4.25 (tranquil areas).	The definition of green roofs, dealing with all the types of roofs, including those at podium level, is currently being progressed as it is recognised that the current definition is not comprehensive. Support welcomed.
Richard Hillebron		Para 1.7.2: typing errors P.24: should include reference to PPSs. P.31: First green wall was in Gresham Street. Should mention junction of Moorgate/London Wall as a successful new open space.	Error amended. Discrepancy amended. Referenced Gresham Street 'stepped terrace' in the Green Roof and Roof Spaces section. Space has been in place for a considerable time, so not appropriate to specifically mention it.
Brian Hickman	Middlesex St Residents' Association	SPD should mention the ramp removal in Artizan Street.	Development of the open space in place of the ramp has not commenced. The open space will be included in the next round of open space monitoring.
David Coleman		Strategy is very inadequate response to wishes for more open space. Should be radical change of policy change to balance of developed land and open space. Should include objective to create green corridors. While priority is new provision in the east, Barbican open spaces will be a major challenge and need new thinking and resources. SPD needs to address risk of relying on private open space: how is access secured?	Strategy is prepared in the context of intense pressure for land from the office and commercial functions of the City. The Barbican Estate is preparing a plan to address future needs resulting from changes in transport infrastructure in the City and the increased emphasis on cultural activities. The importance of enabling public access to private spaces is recognised by the City Corporation and public access to private space is secured wherever possible.

Appendix 1. Consultation Statement – Open Spaces Strategy 2014

Name	Organisation	Comment	City Corporation Response
Katharine Fletcher	English Heritage	Vision and objectives should include more explicit reference to historic importance of open space. It contributes positively to appreciation of the urban landscape and historic areas. These aspects should be referred to in other parts of the SPD, including the conservation area SPDs, new open spaces in historic settings and historic churchyard.	A section has been added on historic parks and gardens in the Assessment of Need section.
		The SPD should recognise registered historic gardens and their enhancement.	The four gardens on the English Heritage Register of Parks and Gardens are referenced in the Strategy as well as several references to the importance of historic gardens to the City.
		Greater public access to private open spaces would be positive.	Public access to private space is sought wherever possible.
Bill Ellson	Creekside Forum	SPD fails to set out how aspirations will be achieved.	The Five year Action Plan demonstrating how objectives will be achieved will be put on the Corporation website. Will be separate from the Strategy to allow regular updating.
		The failings of the SPD have led to failings in respect of Fowkes Buildings, where consent has been given to gate an open space. This is identified in the Open Spaces Audit as 'primary open space', but the map is not usable. A map for each ward should be produced.	The open spaces in Figure 2 of the Strategy are an indicative representation of existing open spaces in the City and should not be used to ascertain exact sizes and locations of spaces. The Strategy advises people to contact the Department of the Built Environment for definitive maps of the City's open spaces.
		The SPD should consist of a seven or eight pages of background and explanation of how the maps will be used to progress policy.	Format of SPD will be reassessed when reviewed.
		Open spaces should be added to the maps that accompany reports on planning applications.	Comment noted.
Gianetta Corley	Resident	Support the SPD's vision.	Support welcomed.
		Welcome identification of the Barbican Estate as a 'quiet' area.	Support welcomed.
		Welcome support for play equipment suitable for children with disabilities.	Support welcomed.
		Reference to scented gardens should be included.	Objective 3 in the Strategy references the value of sensory plant displays, which could include scented gardens.

Name	Organisation	Comment	City Corporation Response
		Welcome references to sites in the Barbican which have special importance for nature conservation.	Support welcomed.
		Welcome delivery strategies, in particular maintaining the Tree Strategy and Biodiversity Action Plan.	Support welcomed.
Sarah Hudson		No evaluation of the success of the 2008 strategy is available. This is needed to reset the objectives and provide an achievable strategy.	A comparative table demonstrating success in achieving the 2008 objectives is being prepared and will be available on the Corporation's website with the Five Year Action Plan.
		The 2008 strategy contained a five-year action plan. It would be helpful to include this. A delivery strategy was proposed and should also be included.	A Five year Action Plan demonstrating how objectives will be achieved will be put on the Corporation website. Will be separate from the Strategy to allow regular updating.
		The figures in the 2008 and 2014 strategies are inconsistent with regard to numbers of open spaces and trees, size of spaces, nature conservation sites, etc. These figures should be reconciled to allow evaluation of the success of the strategy.	Due to changes in survey methodologies between 2008 and 2012 it is not possible to compare exact figures. Text has been added in the executive summary of the Strategy to explain discrepancies in tree numbers.
		The 2008 strategy (P. 8) proposed a marketing/promotion strategy, but seems not to have been prepared.	Individual marketing/promotion strategies are in place for all the divisions of the Open Spaces Department and can be made available on request. The marketing strategies for each division are coordinated by the Open Spaces Directorate via the Interpretation Improvement Group.
		The table of green roofs and walls (p. 30) is incomplete. A survey/mapping of green roofs is contemplated and should be carried out.	Additional schemes have been added to the table of Green Roofs. A comprehensive mapping audit and monitoring structure is in progress.
		Nature conservation (p. 32, para 3.4.18) St Alphages Garden no longer exists. There are errors and inconsistency between the strategy and the BAP in the way SLINCs and SBINCs are identified. Bunhill Fields should also be included.	St. Alphages Garden refers to the ground level garden. The garden is temporarily affected by the development of Roman House. The identification of the SLINCs and SBINCs is consistent with the City of London Biodiversity Action Plan to ensure consistency.

Name	Organisation	Comment	City Corporation Response
		Para 2.4.4: TCT objective for biodiversity should be included.	Reference to The Community Strategy has been removed as it will expire at the end of 2014.
		The delivery of the Strategy will be carried out by the City Gardens Team and it is important that they have adequate resources, including maintenance and enhancement.	City Gardens will continue to work in partnership with stakeholders and departments within the City of London to ensure that resources are secured maintenance and enhancement of our gardens. Securing S106, CIL, sponsorship, external grants for example.
		Para 1.9: City should review restrictive covenants/by-laws that restrict, e.g. events or children's games.	Reliant on funding becoming available to review certain Byelaws.
		Para 1.10.3: Clarify definition of "private residential gardens".	Wording has been added to clarify this point in the Introductory section of the Strategy.
		Para 1.11.3: Green roofs are important for biodiversity.	The importance of green roofs for biodiversity is recognised in the Strategy.
		Para 2.2.1: National strategies should include DEFRA pollinator strategy.	Text has been amended to include reference to Pollinator Strategy.
		Table 4: A distinction should be made between roof terraces and green roofs.	The definition of green roofs to deal with all the types of roofs, including terraces, is currently being progressed.
		Para 3.4.19: Efforts should be made to secure public access to the HAC ground.	Comment noted.
		Para. 3.4.20: Missing wording.	Missing wording reinstated.
		Para 3.4.22: Golden Lane play area is inaccessible.	The inaccessibility of the Golden Lane play area has been flagged up as an issue.
		Para 3.4.32: Sky gardens should be regularly open to the public.	The Strategy encourages sky gardens to be publically accessible in the section on Green Roofs and Rood Spaces.
		Section 4.3: Implementation of the strategy has to be properly resourced.	As outlined in the Five year action plan, aspects of the Strategy which will be undertaken are reliant on

Name	Organisation	Comment	City Corporation Response
			securing funding, i.e. S106, CIL, HLF, central government.
		Para 4.3.3: Longer opening of open spaces should be a serious objective.	The majority of our sites are open 24 hours a day. A few sites (mainly churchyards) are locked at the churches request to reduce antisocial behaviour and security issues.
		Para 4.3.21: Provision for play areas is important. Space is also needed for more vigorous activities, such as skateboarding.	Comment noted.
		Objective 5: There should be positive encouragement to plant biodiverse spaces and green roofs. Biodiversity on old walls should be recognised.	Wording has been added in the introductory section of the Strategy to address biodiversity on old walls.
		Para 4.3.26: Additional SLINCs are needed.	The Open Spaces Department will be assessing potential sites in order to designate three additional sites.
		Para 4.3.32: Temporary use of development sites for open space should be encouraged.	Objective 2 in the Strategy encourages the temporary use of development sites.
		Para 4.3.33: a programme of activities to promote health and wellbeing should be achieved.	The Health and Well-being Board is working with all Corporation departments to promote health and well-being wherever feasible.
		Para 4.3.36: Surveys to monitor use of spaces should be adequately resourced.	Securing external funding and training volunteers to undertake these activities will assist with monitoring use of spaces.
		Para 4.4.5: While new spaces are desirable, funding if maintenance is also important. Private spaces should be open at weekends.	Where possible dialogue with landlords to encourage open access does take place. Activities such as Open Squares and Open Garden weekends will continue to be supported.
		Para 4.4.7: By-laws and covenants should be changes to allow a wider range of activities in spaces.	As commented above.

Appendix 2

City of London
Open Space Strategy

Supplementary Planning Document

Final Draft

December 2014

Executive Summary

The vision for open space in the City of London is:

> **The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy, sustainable and socially cohesive place for all the City's communities and visitors.**

This Strategy examines the supply and demand of open space in the City. In summary:

- The existing level of public open space is low in both absolute and relative terms;

- The quality of public open space is generally high, but there are a number of challenges to maintaining these high standards;

- The whole of the City can be described as deficient in open space and there is the need for all types of open space throughout the City;

- There is a particular need for public open space in the Eastern Cluster and Aldgate Key City Places.

- In the context of a growing week-day population it is considered that the most appropriate local standard is the maintenance of the existing City-wide ratio of 0.06 hectares public open space per 1,000 week day day-time population .

In terms of open space supply, the main findings are:

- There are 376 open spaces within the City; including 4 Historic Parks and Gardens and many churchyards;

- This totals approximately 32.09 hectares, of which 25.66 hectares is public open space;

- Approximately 80% of the sites are less than 0.2 hectares in size;

- The existing ratio of public open space to the weekday day-time population (workers, students, visitors and residents) is approximately 0.06 hectares per 1000;

- As of 2014 there are approximately 1,323 trees in the City that are owned by the City Corporation. This figure does not include Bunhill Fields which although managed by the City Corporation, is situated within the London Borough of Islington. The original City Corporation tree survey undertaken in February 2004 recorded that at the time 1,106 trees were in private ownership. These trees have not been recorded since this time due to budgetary reasons.

- There are a variety of public and commercial sports and health and fitness facilities and play areas in the City; and

- 10 of the open spaces are Sites of Importance for Nature Conservation.

In terms of demand for open space, the main findings are:

- The existing weekday day-time population is approximately 428,000;

- The worker population (which accounts for about 92% of the day-time population) is mainly male, relatively young and largely white;

- The resident population is varied in its characteristics, being generally relatively affluent, but with Golden Lane and Portsoken Wards falling within areas that are amongst the 25% most deprived areas in England;

- This weekday day-time population is expected to grow by around 52,000 by 2019;

- The City's communities are generally satisfied with the City's public gardens and spaces, but want more 'green' areas and trees, an increase in benches, more natural planting to help biodiversity, more play space and activities for young people and better links between spaces.

The Strategy comprises the following 10 Strategic Objectives:

1. Maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.

2. Increase the amount of high quality public open space in order to maintain the existing City-wide ratio of 0.06 ha per 1000 week day day-time population and focus efforts on creating additional public open space in the east of the City, particularly in the Eastern Cluster and the Aldgate area.

3. Ensure that all open spaces are designed and managed to be safe and accessible to all and, where appropriate, enable opportunities for different activities at different times of the day and year, including as outdoor work spaces.

4. Provide, where appropriate, additional play opportunities that are accessible to all in existing and new spaces.

5. Ensure that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation.

6. Ensure that enhanced and additional open spaces accord with high standards of sustainable and inclusive design, construction and management and take account of the potential changes to the City's climate, particularly the urban heat island effect.

7. Increase the provision of private and communal residential amenity space (balconies and roof terraces) and communal amenity green space for office workers (including indoor and outdoor gardens) in appropriate locations.

8. Effectively manage the temporary loss of any open space during construction projects and ensure that high quality open space of equivalent or greater size is established as soon as possible following the necessary works.

9. Promote the potential contribution open spaces can make to the improved health and well-being of City and wider communities.

10 Increase public awareness and understanding of the different types of open space in and around the City and encourage the City's communities to make the most of open spaces and to help maintain and improve them.

The delivery of this strategy is to be achieved by:

- Enhancing existing open spaces – developing a delivery strategy setting out priorities for different parts of the City;

- Enhancing the street scene – continuing to use the Public Realm Enhancement Programme to deliver enhanced and additional open spaces (informed by area-based Public Realm Enhancement Strategies);

- Securing public access to private spaces through Access Agreements;

- Developing planning policy and using the development management process to secure additional open space as part of new developments and using monies from the City Corporation's Community Infrastructure Levy.

- Continuing to work in partnership with others;

- Increasing volunteering;

- Implementing a Marketing/Promotion Strategy;

- Promoting and implementing the Tree Strategy and;

- Promoting and implementing the Biodiversity Action Plan.

1. Introduction

1.1 The City of London Today

1.1.1 The City of London is an area like no other in the United Kingdom. Although it is little more than one square mile in size it is very densely developed, is the historic and civic centre of London, and is the heart of London's international financial, maritime and business centre. It is a leading driver of the London and national economies and provides employment for 400,000 workers who occupy approximately 9 million square metres of office floor space. It has a distinct, international, business character and it makes a major contribution to London's position as a 'world city'.

1.1.2 At the same time the City has many other roles and is an area of great cultural richness. It is home to around 9,000 residents. It is a major cultural centre, which includes the, Barbican Centre, the Museum of London and other arts venues and facilities. It is a visitor destination with approximately 10 million visitors a year and is a centre of learning, containing schools and higher education institutions with around 29,000 students. It also contains shops and leisure facilities and is at the hub of a regional public transport network. Despite its prosperity, the City lies close to some of the poorest and most deprived neighbourhoods in the UK, notably near its eastern borders.

1.1.3 The City is the historic core from which the rest of London developed, which is evident in the many historic monuments, churches, buildings and spaces. These include buildings and areas of national and international significance, such as St Paul's Cathedral and churchyard, Guildhall and Mansion House which symbolise its distinct character, and open spaces such as Finsbury Circus (public open space since 1606).

1.2 The City Corporation

1.2.1 The City is a unique and atypical place; as is the local authority that manages it. Older than Parliament, the City Corporation governs the smallest local authority area in the United Kingdom. The Lord Mayor of the City of London, Aldermen of the Court of Common Council and the elected Members who govern and administer the City do so on a non-party-political basis. The City Corporation is the local authority responsible for the financial and commercial heart of Britain and provides businesses and residents with local government services, including planning, housing, education, social services, environmental health and waste management and maintains most open spaces in the City, including many former churchyards. It is also responsible for the City of London's own Police Service, is a Market Authority, managing the major London meat and fish markets at Smithfield and Billingsgate, and is a Port Health Authority. The City Corporation built and manages the Barbican Complex which is recognised by the Mayor of London as one of a number of internationally important cultural institutions.

1.2.2 The City Corporation's activities extend beyond its administrative boundary of the 'Square Mile', managing over 4,434 hectares of open spaces for the benefit of London as a whole. These spaces are Epping Forest, the City Commons (commons within other boroughs that the City manages), the City

of London Cemetery and Crematorium, Burnham Beeches, Hampstead Heath, Highgate Wood and Queens Park, West Ham Park and Bunhill Fields. Hampstead Heath alone has an estimated 10 million visitors a year. In 2014 the City Corporation had received fifteen green flags and nine green heritage site accreditations

1.2.3   The City Corporation governs a small area; however, its activities extend beyond its administrative boundary managing over 4,000 hectares of open spaces for the benefit of London as a whole. These spaces are Epping Forest, the City Commons (commons within other boroughs that the City manages), Burnham Beeches, Hampstead Heath, Highgate Wood and Queens Park, West Ham Park and Bunhill Fields. Hampstead Heath alone has an estimated 10 million visitors a year. In 2012 the City Corporation had received fifteen green flags and nine green heritage site accreditations.

1.3   Open Space Management

1.3.1   The City Corporation's commitment to open space management dates back to the 1870s when it campaigned to retain public open spaces and common land that were being threatened by the expansion of London and house-building.

1.3.2   Two Acts of Parliament were passed in the 1870s that granted the City Corporation the right to acquire and protect land within 25 miles of the City for the recreation and enjoyment of the public. This far-sighted policy was the inspiration behind the later Green Belt movement, designed to protect the countryside around British cities from urban sprawl.

1.4   Open Spaces Department

1.4.1   All management of City owned parks and open spaces is carried out by the City Corporation's Open Spaces Department, which is divided into five Divisions:

- Parks and Gardens (including City Gardens and West Ham Park);
- Epping Forest;
- North London Open Spaces - Hampstead Heath, Queens Park and Highgate Wood;
- City Commons and Burnham Beeches
- City of London Cemetery and Crematorium.

1.4.2   All of the sites managed by the Department that lie outside the City are legally protected as permanent open spaces, which prevent them ever being developed. With the exception of the City Gardens, City of London Cemetery, Woodredon and Warlies Farm estate (Buffer Lands), all are funded from the City's own resources at no cost to the public.

1.4.3   The Director of Open Spaces is responsible for overseeing the overall management of the Department and agreeing objectives for each site with the individual Divisional Superintendents.

1.4.4   The City Corporation's Department of the Built Environment and City Surveyor's Department also have a role in managing the City Corporation maintained open spaces. The current split in responsibilities is as follows:

- City Gardens Section – tree and green space management, and hard landscape maintenance within enclosed gardens only;

- Department of the Built Environment– maintenance of hard landscape on the highway and unenclosed public spaces; and

- City Surveyor's Department – maintenance of landscape infrastructure, e.g. railings, gates, walls, monuments and memorials, etc.

1.5   Open Space in the City

1.5.1   The range of gardens, churchyards and former burial grounds that make up a large proportion of the City's open space mostly result from two significant historical events that affected the townscape and geography of the City: the Great Fire of 1666 and bomb damage caused during World War II. The devastation caused by both events created pockets of land that were not redeveloped and were retained as open spaces for the City's communities.

1.5.2   After the Second World War, some damaged churches were not rebuilt, they went out of ecclesiastical use and their ruins and churchyards were kept and landscaped as public gardens. Christ Church Greyfriars, rebuilt by Wren after the Great Fire and the 19th century church of St Dunstan-in-the-East are two such examples.

1.5.3   The Disused Burial Grounds Act 1884 prohibits building on disused burial grounds except for enlarging the church. Subsequently, although remaining in ecclesiastical ownership, many were landscaped for public use as gardens, and many retain gravestones and monuments. These areas are valuable open spaces and important in demonstrating the history of the City. Most churchyards are relatively small and provide secluded, intimate spaces and form essential foils to the hard urban landscape.   Many have mature planting with a variety of trees, shrubs and plants. Bomb damage also revealed stretches of the Roman and medieval City wall and Roman fort, which have been kept and gardens created. These areas are valuable open spaces and important in demonstrating the history of the City. Many old walls also support rare plants such as bryophytes and ferns. Any work to these structures needs to be sensitive to these locally significant species to ensure they are not destroyed or disturbed.

1.5.4   Disused churchyards, including the churchyard of St Paul's Cathedral, make up approximately a third of the total open space in the City. The high number of medieval churches, numbering 110 prior to the Great Fire, and their churchyards means that these spaces form an integral part of the total open space in the City.

1.5.5   Many of the open spaces in the City have great historic interest and amenity value and gardens and cultivated areas have long been part of the City's

history and character. Many Livery Companies have gardens, some dating from the medieval period.

1.5.6   Finsbury Circus is considered to be the oldest public space in London, dating from 1606. Its oval plot is complemented by the surrounding buildings. The gardens of the Inner and Middle Temples have a 19th and 20th century layout and are medieval in origin, possibly dating from the 12th century when the Knights Templar established their base there. The Barbican landscaping is a group of public, communal and domestic gardens at different levels which are an integral part of the design of the Barbican Estate. All four gardens are designated assets and are on the English Heritage Register of Parks and Gardens of Special Historic Interest.

1.5.7   Historic green spaces are augmented by a growing number of hard 'civic spaces'. The large day time population of the City places pressure on the limited amount of open space and the City Corporation is actively working with private landowners and developers to enhance highways and existing spaces and create additional spaces.

1.5.8   One of the key characteristics of the City of London is the unique and high quality of its open spaces. The numerous gardens, churchyards and areas of highway planting within the Square Mile are often smaller than 0.2 hectare, but are intensively used. For example, Finsbury Circus garden (approximately 0.51 hectares) received almost 1.5 million visits each year, prior to partial and temporary closure for Crossrail works. The garden will be reinstated and landscaped and opened to the public in 2018.

1.5.9   The current level and quality of open space in the City of London needs to be considered in context. Open spaces within the Square Mile have increased significantly over the last 70 years. In 1927, there were just three surviving public open spaces, each of which had passed into the Corporation's care some years before, plus a number of churchyards and disused burial grounds. Today, there are more than 376 open spaces in the City, not counting private gardens.

1.6   Need and Purpose

1.6.1   The National Planning Policy Framework (NPFF) 2012 expects all local planning authorities to prepare planning policies based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. In addition to this expectation the City Corporation wishes to promote a strategy that focuses on open space provision, sets overarching priorities and provides a framework for joint working within and across the following departments: Open Spaces, Built Environment, City Surveyor's and Community and Children's Services.

1.6.2   This document sets out an integrated medium term open space strategy for the City of London for the 5 year period from 2014 to 2019. Its aims are to provide:

• A consistent approach to protecting and managing the City's open spaces;

- A framework for prioritising investments according to identified open space deficiencies; investment may come from the City's Community Infrastructure Levy on retained Section 106 Planning Obligations.

- The evidence and direction for the policies on open spaces in the City of London's Local Plan and associated documents;

- A consistent and strategic approach to determining planning applications related to open space or those that may impact on open space provision;

- The delivery of better quality, easily accessible and increased open space which keeps pace with the expected growth in workers, residents, visitors and students and meets the expectations of all the City communities.

1.7   Benefits of Open Space

1.7.1   The City Corporation commissioned a report 'Green Spaces: The Benefits for London (2013) which identifies the following benefits that open spaces deliver:

- Economic Benefits – green spaces result in cost savings for government related to health expenditure, can attract businesses to locate and can encourage tourism;

- Health and Wellbeing – green spaces can play a role in promoting healthy lifestyles, reducing stress and preventing illness;

- Social Inclusion, community development – green spaces give people the chance to participate in design, management and care of local spaces, fostering local pride. They are places to socialise, and because access is free, provide an affordable alternative to other leisure activities as well as allowing children to develop socialisation and motor skills through play;

- Education and Lifelong Learning – green spaces provide an outdoor classroom for schools, and provide work experience and learning opportunities in environmental management;

- Environment and Ecology – green spaces help counter pollution, cool the air, increase biodiversity and provide wildlife corridors, serve as 'lungs' for towns and cities, absorb noise, and lessen rainwater runoff;

- Heritage & Culture – green spaces are part of the heritage and culture of local communities. They provide venues for local festivals and civic celebrations.

1.8 Key Issues

1.8.1 There are a number of recurring core issues that must be addressed in all future open space creation and improvement schemes, in order to ensure long-term sustainable open spaces. These include:

- Maximising opportunities to address deficiencies of open space where possible, consistent with other City Corporation objectives;

- Ensuring that all existing and new open spaces are varied, of high quality, and relevant to the needs of the local area including, where appropriate, access to play for all;

- Ensuring all open spaces are designed to be safe and inclusive, giving equal access and enjoyment to the sites and activities that take place;

- Considering the implications of increased demand for open space through new developments and increases in the day time population in the City;

- Ensuring that any inappropriate use of sites is 'designed out';

- Considering the long term maintenance costs of new open space, and identifying sources of funding at the design and negotiation stages;

- Ensuring that, where appropriate, all new schemes incorporate automatic irrigation and that where possible, simple irrigation systems are 'retro-fitted' into existing open spaces areas;

- Ensuring the careful choice of plants tolerant to drought and extremes of climate but balancing this with the requirement for native species in order to encourage diversity of wildlife;

- Ensuring that when planting street trees in new schemes, both species and size are appropriate to the location, resistant to disease, maximise biodiversity of stock and are in accordance with the aims and objectives of the City of London Tree Strategy SPD;

- Developing and agreeing formal maintenance agreements for churchyards maintained by the City Gardens team;

- Improving the planned maintenance and refurbishment of hard landscape features within City Corporation maintained open spaces, including liaising with the City Corporation's Access Officer to satisfactorily address accessibility issues and;

- Encouraging community engagement through events, activities and volunteering.

1.9 How was the Strategy developed?

1.9.1 Definition of Open Space. A consistent definition for the term 'open space' has been used since the City of London Open Spaces Audit 2002 defined the term "open space" as:

"Land which is not built on and which has some amenity value or potential for amenity value. Amenity value is derived from the visual or other enjoyment which the open space can provide, such as historic and cultural interest and value".

1.9.2 This definition has been adopted for the purposes of this Strategy. It includes land in public or private ownership (regardless of whether there is public access) but excludes green roofs and walls, private residential gardens belonging to individuals, sky gardens, balconies and atria. It also excludes the River Thames.

1.9.3 For the sake of completeness a list of green roofs and walls is also included in this document.

1.10 Scope of Strategy

1.10.1 This Strategy relates to open space within the City of London only and does not address open spaces that the City Corporation manages elsewhere. It utilises data on open spaces from the City of London Open Space Audit (2013), which was undertaken by the Department of the Built Environment between June and August 2012 as well as Census data from 2011. Figures from other sources are referenced.

1.10.2 In accordance with the NPPF, the Strategy has addressed all open space and outdoor sports and play facilities, including those at the Sir John Cass Primary School, which is run by a Trust with assistance from the City Corporation, and the two privately run secondary schools (City of London School and the City of London School for Girls.

1.10.3 Green roofs, green walls, sky gardens, balconies and atria have not been included as open spaces for the purposes of this document as they have not been recognised as protected open spaces in the planning process. The significance of these types of spaces continues to increase, however, as the City's population and visitor numbers increase so does the requirement to maximise opportunities for increased biodiversity and green corridors.

1.10.4 The lack of playing fields means there was no need to undertake a playing fields assessment. However, open space strategies for adjoining boroughs are expected to do so and take account of demand from the City.

1.11 Overall Approach

1.11.1   The overall approach to preparing this Strategy can be summarised as follows.

- **Supply:** the City of London Open Space Audit (2013) established the existing supply of open space by identifying the amount of different types of spaces that exist using the typologies set out in the City's 2008 Open Space Strategy. Those additional open spaces which are approved and financially committed were then taken into account, to give a more thorough picture of the supply of open space in the City.

- **Demand:** the demand for open space was established by quantifying the existing day-time population and identifying, as far as possible, its characteristics and distribution across the Key City Places (defined in Section 3). The forecast growth in the City's day-time population was then identified. The other part of demand relates to local opinion, expressed as community expectations and preferences, and these were identified from a series of consultation exercises. Please see Appendix 2 for further details.

- **Assessment:** the assessment of need was based on the above supply and demand factors and was undertaken on the basis of quantitative, qualitative and spatial need (areas of deficiency and future spatial priorities).

- **Vision, Strategy and Delivery;** a vision for open space in the City is proposed, drawing on supply and demand and the assessment of need. This has informed the development of this Strategy, based on 10 key strategic themes. Delivery mechanisms were then identified in order to implement the Strategy and a five year Delivery Plan, which does not form part of this SPD.

1.12 Structure of Document

1.12.1   The remainder of this document is organised as follows:

- Section 2 identifies the Policy Framework and sets out the key relevant policy and guidance;

- Section 3 reports on an Assessment of Need, considering supply and demand factors and setting out an analysis of quantitative, qualitative and spatial need; and

- Section 4 outlines a vision for open space in the City, together with a Strategy and delivery mechanisms for realising this vision.

2. Policy Framework

2.1 Introduction

2.1.1 The Strategy must take account of the policy framework at national, regional and local levels.

2.2 National Policy and Strategies

2.2.1 Government Planning Policy is set out in the National Planning Policy Framework (NPPF). Paragraph 73 of the NPFF advises that "Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required".

2.2.2 Enhancing Urban Green Space was published by the National Audit Office in 2006. The report recognised the serious challenges facing open spaces. Generally there has been a decline in quality, due to a lack of funding, loss of political support and status and a failure to meet the needs and expectations of communities. The Report looked at ways of reversing the decline through methods such as establishing a strategic policy framework for open spaces, increasing funding (securing funding external to local authorities), establishing partnerships, and greater community involvement in parks and green spaces.

2.2.3 The National Pollinator Strategy was published in 2014 by the Department for Environment, Food and Rural Affairs and includes proposals for developing diverse and flower-rich habitats to support pollinators and raising awareness of their importance to biodiversity in England.

2.3 Regional Policies and Strategies

2.3.1 **The London Plan:** The Mayor's London Plan is the overall strategic plan for London, and it sets out a fully integrated economic, environmental, transport and social framework for the development of the capital to 2031. The London Plan seeks to protect and promote open spaces and recognises that the value of these spaces will increase as London becomes more compact and intensive in its built form. The following policies are particularly relevant:

Policy 2.18 Green infrastructure: The Multi-functional Network of Greenspaces

Policy 3.6 Children and Young People's Play and Informal Recreation

Policy 5.10 Urban Greening

Policy 5.13 Sustainable Drainage

Policy 7.18 Protecting Local Natural Space & Addressing Local Deficiencies

Table 1: London Plan: Table 7.2 Public Open Space categorisation

Open Space Categorisation	Size Guideline	Distance from homes
Regional Parks	400 hectares	3.2 to 8 km
Metropolitan Parks	60 hectares	3.2 km
District Parks	20 hectares	1.2 km
Local Parks and Open Spaces	2 hectares	400 m
Small Open Spaces	Under 2 hectares	Less than 400 m
Pocket Parks	Under 0.4 hectares	Less than 400 m
Linear Open Spaces	Variable	Wherever feasible

2.3.6   **Other Mayoral Strategies and Guidance**
The London Plan sits alongside and is informed by a number of other relevant Mayoral strategies and is supported by various relevant Supplementary Planning Guidance and Best Practice Guidance notes;

- Improving Londoners' Access to Nature (Implementation Report, February 2008)
- Open Space Strategies (Best Practice Guidance, 2009)
- All London Green Grid (Supplementary Planning Guidance, 2012)
- Shaping Neighbourhoods: Play and Informal Recreation (Supplementary Planning Guidance, 2012)
- Cultural Metropolis (Strategy, 2014)

2.4   Local Policies and Strategies

2.4.1   **City of London Local Plan (2014)**
The City of London Local Plan was adopted in January 2015. The following policies relevant to open spaces in the City are outlined below:

- **Policy CS9   Thames and the Riverside**
- **Policy CS10   Design**
- **Policy DM10.2 Design of green roofs and walls**
- **Policy DM10.3 Roof gardens and terraces**
- **Policy DM10.4 Environmental Enhancement**
- **Policy DM10.8 Access and inclusive design**
- **Policy DM18.2 Sustainable drainage systems (SuDS)**
- **Policy CS12   Historic Environment**
- **Policy DM12.1 Managing change affecting all heritage assets and spaces**
- **Policy DM12.5 Historic parks and gardens**
- **Policy CS19   Open spaces and recreation**

- **Policy DM19.2   Biodiversity and urban greening**
- **Policy DM19.3   Sport and recreation**
- **Policy DM19.4   Play areas and facilities**

2.4.2   **City of London Biodiversity Action Plan 2010-2015 (2009)**
The Plan identifies three different habitat types in the City; Vertical Habitats, City Gardens and Churchyards and the Thames Foreshore. Each area has been explored to identify the constraints and opportunities that they hold for biodiversity and Habitat Action Plans have been written for each.

2.4.3   **Climate Change Adaptation Strategy (January 2007) and Update (2010)**
The Strategy aims to identify the priority risks associated with climate change and proposes adaptation measures which are designed to ensure that the City's infrastructure and services cope under a changing climate.

2.4.4   **City of London Tree Strategy Supplementary Planning Document (SPD) 2012**
The City of London Tree Strategy aims to increase City Corporation owned trees by 5% by 2019 and ensure that all trees in the City are managed, preserved and planted in accordance with sound arboricultural practices whilst taking account of their contribution to amenity and the urban landscape for both current and future generations. The Tree Strategy sets out 11 objectives dealing with existing trees, the removal of trees, unauthorised works, tree planting and information sharing with an emphasis on planting large-canopied species wherever possible.

2.4.5   **City of London Streetscene Manual (April 2005)**
Part 1 of this manual summarises the City Corporation's vision for the streetscene, including the principles for controlling change and informing street enhancement schemes. Part 2 contains a summary of the historical evolution of the City's streets. Part 3 sets out detailed guidance on specific elements, including street furniture, ground surfaces and planting. Further updates are available on the City of London Corporation Website.

2.4.6   **City of London Communications Strategy (2014/17)**

One of the three key aims of this strategy is to focus efforts and resources to contribute to London's culture, heritage and green spaces. This includes increasing public awareness and understanding of the different types of open space in and around the City and encouraging the City's communities to make the most of open spaces.

2.4.7   **City of London Visitor Strategy (2013/17)**
This strategy provides a framework for the delivery of the City Corporation's visitor services and supports animations of public spaces and improvements to the public realm for the enjoyment and leisure of all of the City's communities, including visitors.

2.4.8   **City of London Cultural Strategy (2012/17)**
This strategy recognises the City as an internationally recognised cultural destination renowned for its history and heritage, which includes its open spaces.   The strategy seeks to ensure that the City continues to flourish as a cultural centre and enables all communities to have the opportunity to participate in the cultural offer.

3. Assessment of Need

3.1 City Characteristics

3.1.1   The nature of the City, with its relatively small residential population and large workforce, means that it is not particularly helpful to place too much reliance on the Census data that is available at ward or super-output area levels as a basis for considering need at a sub-City level. Therefore for the purposes of this strategy, the City has been divided into the Local Plan's 5 Key City Place areas and the Rest of the City as shown in Figure 1 below.
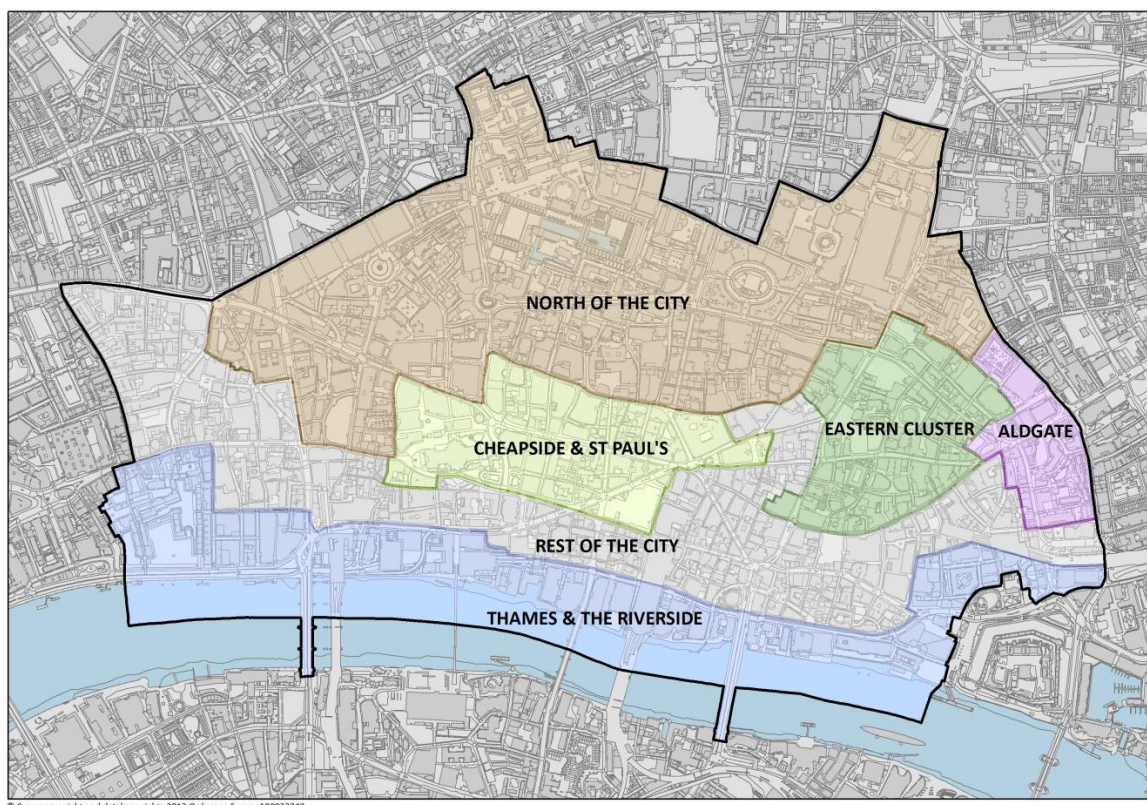
Figure 1: Key City Places

3.1.2   **The North of the City**- includes residential estates at the Barbican and Golden Lane that include a large amount of open space, plus additional large spaces at the Broadgate office development. This area is the largest of the Key City Places and contains approximately half of the total open space in the City of London. Research will be undertaken to measure the anticipated changes to pedestrian flows in and around the Barbican area as a result of Crossrail infrastructure works and the development of the Barbican Centre as a Cultural Hub.

3.1.3   **Cheapside and St. Paul's** – reasonable levels of open space in and around the Cathedral and Paternoster, otherwise, the area is densely built up and primarily forms a mixed retail and office area, but there is some open space provision at the Royal Exchange. Also, some smaller churchyard sites are present.

3.1.4   **Eastern Cluster**- primarily a business district, and therefore densely built up with a lot of high-rise development, but some of the recent construction schemes have included open space provision on privately owned land.

3.1.5   **Aldgate** – most open space is located within the residential estates of Middlesex Street and Mansell Street. The closure of the Aldgate Gyratory will result in a large new open space plaza being developed.

3.1.6   **Thames and the Riverside**- a linear open spaces framework (including the riverside walk) along the River Thames Embankment and large open spaces in the Temples precinct.

3.1.7   **Rest of the City** – There are no significant open spaces outside the Key City Places, but the area contains a number of smaller open spaces and private spaces.

3.2   The City of London Open Spaces Audit (2013) - Supply

3.2.1   A comprehensive audit of open spaces was carried out in the summer of 2012 by the Department of the Built Environment and published in 2013. This was completed in general accordance with the Mayor of London's Best Practice Guidance, taking into account the particular characteristics of the City. For example, the City does not have any team sports pitches, obviating the need to carry out a playing fields assessment, and the predominance of Small Open Spaces (as defined in the London Plan's 'Public Open Space Hierarchy') means that the Audit focused on these types of space. The full findings of the Audit are set out in the City of London Open Spaces Audit 2013.

3.2.2   The Audit sets out information relating to the distribution and characteristics of open spaces within the City of London and builds upon a historical Audit series developed in 2002, and then reviewed in 2007. The 2007 Audit was undertaken in the context of the Mayor of London's best practice guidance to preparing Open Spaces Strategies 2004, which is considered to continue to provide a sound framework for the 2013 Audit.

3.2.3   The City of London Open Space Audit assessed each space and collected the following information:

- Size
- Spatial distribution
- Typology
- Restrictions on use
- Access for disabled people
- Seating
- Use of Sites
- Soft landscape features
- Hard landscape features
- Sports and play facilities
- Nature Conservation

3.3 Key Findings

3.3.1   The City of London Open Spaces Audit 2013 was carried out to fully understand the existing supply of open space in the City and a summary of the main findings is set out below.

3.3.2   **Distribution of Open Space**
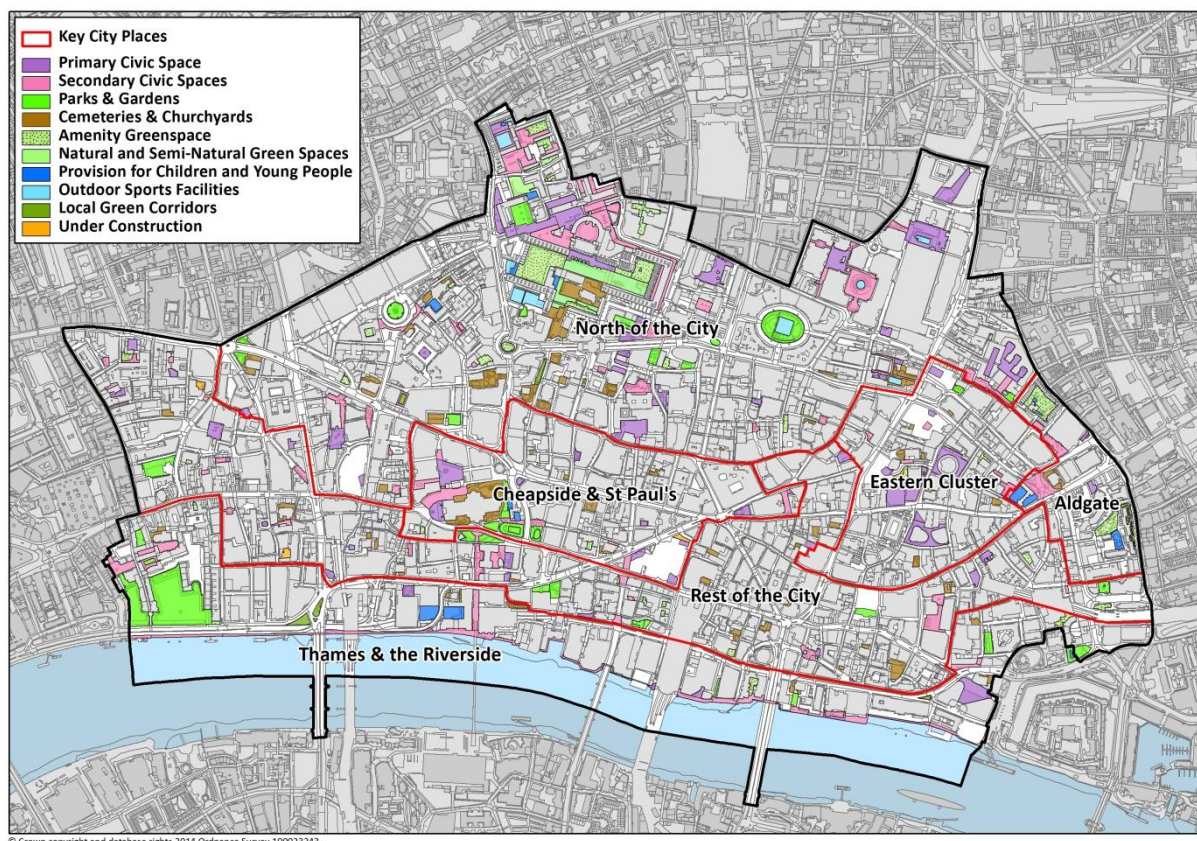
Figure 2: Existing Open Space (by type) within the City

3.3.3   **Size of Open Spaces** - There are 376 sites of open space within the City of London. Overall there is approximately 32.09 hectares of open space of which 25.66 hectares is public open space.   As Figure 2 shows, approximately 80% of the open space sites within the City are less than 0.2 hectares in size and only 1% over half a hectare in size. The size band distribution reflects the densely built-up nature of the City. The four sites within the City that are greater than 1 hectare in size are the Middle Temple Gardens, Barbican Walkway System, Barbican Lakeside Terrace and the Riverside Walk along the Thames; these contribute 6.14 hectares of open space between them. The average size of open space sites is 0.12 hectares.
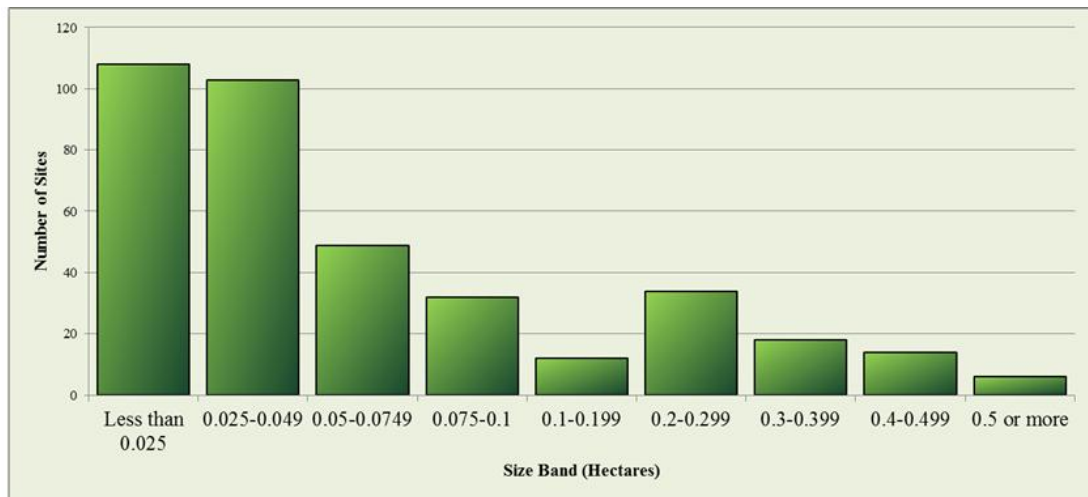
Figure 3: Size of Open Space sites

3.3.4   The open spaces in the City are distributed within the Key City Place and Rest of the City areas as shown in Table 2 below. The North of the City contains just over half of all the open spaces in the City, due to the large amounts of space in the Barbican and Golden Lane estates and the Broadgate commercial estate. The Thames and the Riverside area has a significant amount of open space as it encompasses the Riverside Walk and the Temples legal precinct. The Aldgate and Eastern Cluster areas have the lowest percentages of open space but face pressure from increasing employment growth.

3.3.5   Figure 2 is an indicative representation of existing open spaces in the City and should not be used to ascertain exact sizes and locations of spaces. The Department of the Built Environment maintain detailed and definitive maps of the City's open spaces which are available to view.

	Percentage of Open Space	Total Size (Hectares)	Public Open Space (Hectares)
North of the City	51	16.53	12.02
Cheapside and St. Paul's	9	2.84	2.73
Eastern Cluster	4	1.18	1.06
Aldgate	4	1.33	1.09
Thames and the Riverside	19	6.17	5.32
Rest of the City	13	4.04	3.44
Total	**100**	**32.09**	**25.66**

Table 2: Distribution of Open Space

3.3.6   Table 3 below illustrates that the majority of open spaces within the City are civic, squares and other hard-surfaced areas designed for pedestrians, with churchyards and cemeteries the second largest and amenity green space third. However, when assessing actual coverage, parks and gardens are the second largest category of open spaces within the City. In terms of public access, civic spaces and churchyards and cemeteries are the most public.

	North of the City	Cheapside & St. Paul's	Eastern Cluster	Aldgate	Thames & the Riverside	Rest of the City	Total
Primary Civic Space	4.29	0.65	0.78	0.41	0.55	0.86	7.54
Secondary Civic	4.52	0.76	0.08	0.23	2.22	1.28	9.09
Parks and Gardens	1.19	0.49	0.05	-	2.13	0.72	4.58
Cemeteries and Churchyards	1.89	0.83	0.14	0.03	0.22	0.52	3.64
Amenity Green Space	0.08	-	-	0.24	-	0.06	0.38
Natural and Semi-Natural Urban Green Spaces	-	-	-	-	-	-	-
Provision for Children and Teenagers	0.01	-	-	0.1	0.02	-	0.14
Outdoor Sports Facilities	0.04	-	-	-	-	-	0.04
Green Corridors	-	-	-	0.08	0.18	-	0.26
Total	**12.02**	**2.73**	**1.06**	**1.09**	**5.32**	**3.44**	**25.66**

Table 3: Existing Public Open Space (POS) provision by Key City Place (ha)

3.3.7   The Audit demonstrates that the level of overall provision of public open space within the City itself is low at just 0.06 hectares per 1000 week day day-time population. This is an insignificant change compared to the ratio in the 2008 City of London Open Space Strategy of 0.062 hectares per 1000. There has been an increase in the number of open spaces, but no change in the proportion of space available to the City's communities due to the increase in the City's day-time population.

3.3.8   The ratio of existing public open space to 1,000 people varies considerably across the City. Figure 4 demonstrates that the Eastern Cluster is most deficient in open space, due to the high concentration of office workers in the tall buildings in a small geographic area. In contrast Figure 5 illustrates that the Aldgate Key City Place is most deficient in open space in terms of the City's residential population.
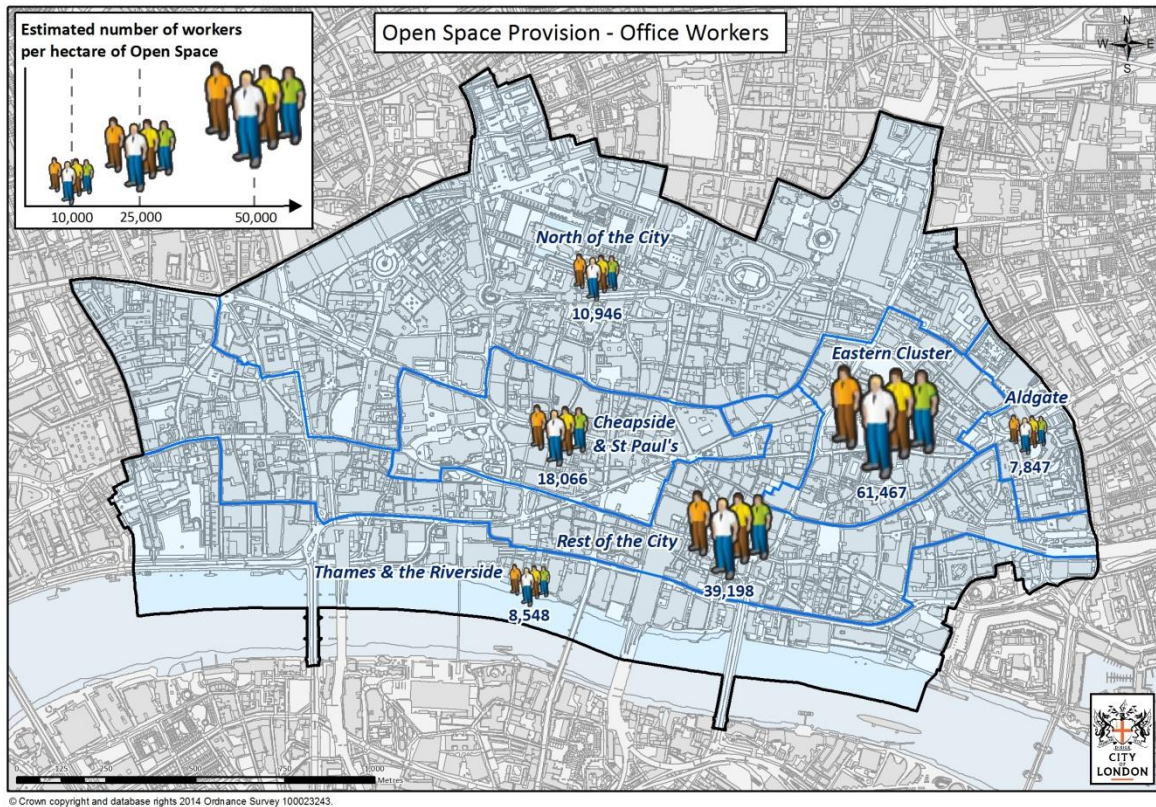
Figure 4: Open Space provision - Office workers
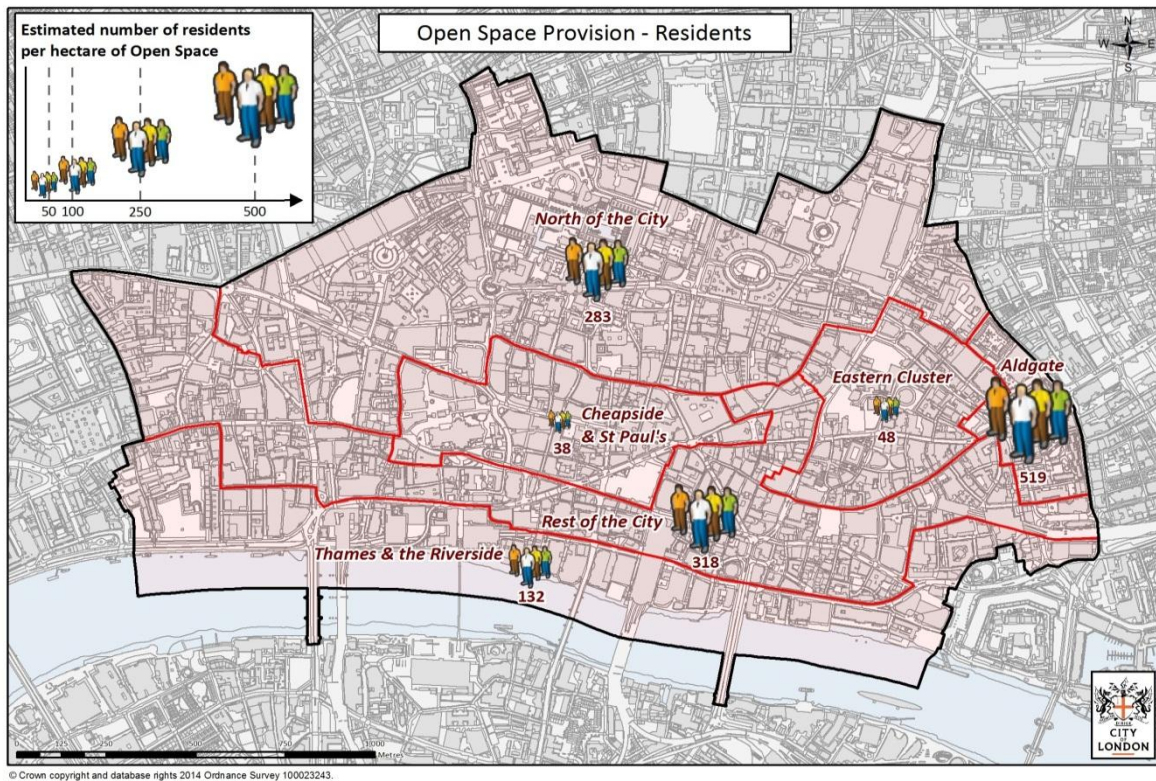
Figure 5: Open Space provision - Residents

3.3.9   **Disabled Access**

3.3.10   The legibility and predictability of spaces, together with accessible signage and clarity of information (including visual contrast and tactile finishes), contribute to making spaces easy to find, navigate and enjoy by everyone, including people with a range of mobility, physical, sensory and/or cognitive impairments. Step-free access should be achieved where practicable, and the suitability of materials and finishes should meet diverse user needs, including ergonomic design of seating, visibility and means of appropriate handrail support for steps and ramps, and ensuring there are even light levels across principal walkways and circulation areas after dusk.

3.3.11   There is a continuing programme of auditing City Corporation-owned sites to identify and address open space accessibility issues, in line with the requirements and duties of the Equality Act 2010. These audits remain living documents to be reviewed regularly. At each enhancement or planned refurbishment, the opportunity is taken to review the current level of accessibility to see if any further improvement is possible or desirable.

3.3.12   Access for disabled people on all new developments is expected to meet exemplary access standards. Existing environments will be generally measured on the following minimum criteria:

● Footways are generally at least 1500mm wide (where this is not possible, at least 900mm is provided with regular widening to 1500mm for wheelchair users to turn)

● Surfaces should be level or gently sloping (>1:21) with no upstands exceeding 15mm;

● Where sites cannot provide the above, ramps with handrails on both sides are provided or, in exceptional circumstances, a lift is provided;

● Any steps or level changes are clearly defined with handrail support wherever possible;

● Seating caters for a wide range of user needs.

3.3.13   Information on the proportion of open space that provides wheelchair access is provided in the City of London's open spaces Audit Report 2013 and shows that the majority of spaces in the City provide step free access. Our review criteria now include access for many other disabilities including sensory and ambulant impairments.

3.3.14   All open spaces currently in the City of London development pipeline (including planning permissions and potential works carried out by the City Corporation) are expected to provide inclusive access and are reviewed by the City's in-house access team.

3.3.15   **Green Roofs and Roof Spaces**

3.3.16   In recent years there have been significant numbers of green roofs developed on top of buildings in the City of London. Green roofs have the potential to contribute to climate change adaptation by reducing surface water run-off and by improving building insulation, urban greening and biodiversity as well as providing amenity space. Extensive green roofs

provide a more natural biodiverse environment and have environmental benefits while intensive roofs provide planting and can be used to provide landscaped amenity space for workers and visitors. Both types of roof contribute to the reduction of water run-off which assists in minimising local flooding.

3.3.17   There are approximately 33 green roofs and 4 green walls in the City, as listed in Table 4. There are approximately 28 green roofs in the development pipeline which are expected to be built in the next few years. Green roofs provide opportunities for leisure and relaxation and it important that the public is allowed access to them wherever possible. In addition to green roofs there are various external green plantings which provide greenery, such as the stepped terraces on the Lloyd's Banking Group Headquarters building on the corner of Gresham and Noble Streets.

3.3.18   There is also a growing recognition that roof space can meet the need for not only green roofs but also amenity (seating, viewing points, catering) and sports and recreation facilities (covered ball courts, running tracks, exercise equipment). Although these 'recreation' roofs have less potential for biodiversity and sustainable drainage, they are an important element in the City where open space is at a premium.

Green Roofs as of 2014	
120-122 Cheapside	Office
5 Fleet Place	Office
201 Bishopsgate	Office
107 Cheapside	Office
Bow Bells House, 1 Bread Street	Office
125 Old Broad Street	Office
22 Chancery Lane	Office
Riverbank House 2 Swan Lane	Office
1 New Change	Retail
Guildhall North Block, Basinghall Street	Office
Faraday Building, 136-144 Queen Victoria Street	Office
King House, 2 Copthall Avenue	Office
New Court, 7-9 St. Swithin's Lane	Office
7 Copthall Avenue	Office
125 Old Broad Street	Office
200 Aldersgate Street	Office
1 Basinghall Street	Office
Drapers Gardens, 12 Throgmorton Street	Office
7 Pepys Street	Hotel
Museum of London, 150 London Wall	Leisure
52-56 Minories	Student Housing
Finsbury Circus House, 12-15 Finsbury Circus	Office
Milton Court, Barbican	Residential/education
24 Monument Street	Office
1 Poultry	Restaurant

10 Queen Street Place	Office
150 Cheapside	Office
201 Bishopsgate	Office
St. Bartholomew's Hospital	Hospital
Cannon Bridge House, 78 Cannon Street	Office
2 King Edward Street	Office
Unilever House, Victoria Embankment	Office
1 Angel Lane	Office
Green Walls	
4 New Street Square	Office
52-56 Minories	Student Housing
7 Pepys Street	Hotel
20 Fenchurch Street	Office

* There may be more green roofs and walls in the City which we have no record of or which have been completed since publication.

Table 4: Green roofs and walls

3.3.19   The City Corporation supports the installation of green walls which provide habitats for invertebrates on which birds feed, contributes to the reduction in air temperature and improvements to the appearance of locations where there is limited opportunity for planting. To be successful they require careful design and installation and regular maintenance. There are 4 green walls in the City.

3.3.20   **Trees**

The City of London Tree Strategy states that there are approximately 2,400 trees in the City on both public and private land, many of which are important in terms of visual amenity and biodiversity. Whilst there are about seventy different genera present, six of these account for about half of all the City trees. These include Platanus (Plane), Tilia (Lime), Prunus (cherry), Acer (Maple), Carpinus (Hornbeam) and Betula (Birch). One in seven of all trees is a London Plane, mostly Platanus x hispanica. 'The right tree in the right place' is crucial to ensuring that trees of appropriate species are planted.

3.3.21   **Historic Parks and Gardens**

3.3.22   The City contains numerous open spaces, gardens and churchyards which are of historic importance. Four parks and gardens are included on English Heritage's Register of Parks and Gardens of special interest: Barbican; Finsbury Circus; Inner Temple and Middle Temple. These gardens are protected from any development that would adversely affect their special historic interest.

3.3.23   The Department of the Built Environment produces a range of Conservation Area Appraisals which provide useful information about the setting and context of the City's historic parks, gardens and open spaces.

3.3.24 Many of the City's open spaces and trees make a significant contribution to the historic character of the City's conservation areas and listed buildings. Open space, trees and planting are often of historic value in the contribution made to a special sense of place – reflecting its evolution and the degree of enclosure or openness associated with the townscape.

3.3.25 Development proposals that may affect the City's historic parks and gardens will be assessed to avoid overshadowing , maintain their historic character , and seek to ensure that the setting, enjoyment, and views into and from these gardens is respected.

3.3.26 Many open spaces in the City have planting which reflects their history e.g the intricate knot garden in the former churchyard of St. Mary Aldermanbury which commemorates Shakespeare's contemporaries who first published his works after his death and who are buried here. Schemes that include gardens of special historic interest or historic spaces within the development site should include proposals for their interpretation and presentation. An example of this type of interpretation is the black slate used to mark the inner boundary of the Roman amphitheatre in Guildhall Yard.

3.3.27 **Nature Conservation**

Ten of the City's open spaces have been identified (as of 2014) as Sites of Importance for Nature Conservation using the criteria and procedures set out in the Mayor of London's Biodiversity Strategy. Of the ten sites listed below, the Thames Foreshore is a Site of Metropolitan Importance, the Middle Temple and Inner Temple Gardens, the Barbican and St. Alphage Garden are identified as Sites of Borough Importance (Grade II), while the remaining sites are identified as being of local importance. The Open Spaces Department plan to designate a further three Sites of Local Importance for Nature Conservation.

Sites of Metropolitan Importance for Nature Conservation

1   River Thames and its tidal tributaries (area within the City of London)

Sites of Borough Importance for Nature Conservation

2   Middle Temple Garden and Inner Temple Garden (Grade II)

3   The Barbican and St Alphage Gardens (Grade II)

Sites of Local Importance for Nature Conservation

4   Pepys Garden, Seething Lane and St Olave's churchyard

5   St. Paul's Cathedral Garden

6   Cleary Garden

7   St. Botolph-without-Bishopsgate Churchyard

8   Aldermanbury Gardens

9   Roman Wall Noble Street

10   Finsbury Circus

3.3.28 **Sports Facilities**

The City has the following sports facilities:

- Golden Lane Leisure Centre (owned by the City Corporation but managed by a commissioned sports and leisure provider) incorporating a 20m x 8m swimming pool, 1 court sports hall, gym and club rooms offering various uses and 2x outdoor tennis/netball courts;

- Numerous private gym facilities, some with swimming pools;

- Sir John Cass Primary School providing playgrounds with limited markings and a small sports hall. (These facilities are currently used for sports development work, including coaching, but are not suitable for wider community use);

- City of London School (limited use by local schools and available to external hirers) providing a 25m x 10m swimming pool, 2x court indoor facility and a large outdoor playground area;

- City of London School for Girls (limited use by external hirers) providing a 25m x 10m swimming pool, diving pit, 2x court indoor facility and outdoor courts for tennis and netball;

- St Botolph's Churchyard (available for public use) providing 1 x tennis/netball court;

- Barbican (resident only) multi-use area with lining for netball and tennis court, plus a cricket net;

- Ice rink and croquet lawn in the Broadgate office development (seasonal).

3.3.29 A recent review of public sports facilities by the City Corporation's Community and Children's Services Department revealed that most sites are well used and are operating at near capacity levels.

3.3.30 **Play Provision**

In terms of children and young peoples' play facilities, the City of London Open Spaces Audit (2013) considered the qualitative, quantitative and accessibility elements of play and informal recreation facilities in the City. The Audit found that there is 0.8 hectares (7,840 square metres) of open space provision for children and young people. As the focus is on provision of amenities for residents and schools, 75% of this open space is closed to the public.

3.3.31 To recognise that children approach play in different ways, the City Corporation has included a variety of play features in the City; permanent fixed equipment which is designed just for children's play activities (e.g. swings and slides), permanent installations which can be used for a variety of purposes (e.g. seating that can be used for sitting on, for stretching after jogging, and for children to climb and play on) and informal non-fixed equipment which is brought out on a particular day in the presence of play workers (balls, hoops, giant building blocks etc.)

3.3.32 Most of the equipped play areas with permanent fixed equipment are on the City's housing estates and are not intended for use by the general public. Provision on the City's four residential estates is as follows:

- Barbican Estate – equipped playground in Thomas More Garden (multi-use play unit with slide, cradle seat swings, flat seat swings, roundabout, hopscotch, two spring animals, boat themed multi-play unit, see-saw and a ball court);

- Barbican Estate – equipped play area in Speed Garden (cradle seat swing and multi-use play unit with slide);

- Golden Lane Estate – small equipped play provision adjacent to Cullum Welch House (1 x multi-use play unit and spring bike within a 'play pit'), and a designated ball games area.

- Mansell Street Estate – equipped play area next to estate car parking (multi-use play unit with slide, cradle seat swings, flat seat swings, seated roundabout, hopscotch, two spring animals) plus an outdoor ball court, which is used by Millwall Football Club for coaching sessions; and

- Middlesex Street Estate – small equipped play area (multi-use play unit and 'play mushrooms') plus outdoor ball court.

3.3.33 Play areas in open spaces open to the public can be found at West Smithfield Rotunda, Tower Hill and Portsoken Street Gardens.

3.3.34 The reinstatement of Finsbury Circus offers an opportunity to incorporate play into the landscape by encouraging informal temporary play facilities rather than static play equipment. Across the City, stakeholders and partners will be encouraged to offer play opportunities in the form of organised play sessions and activities. For example, activity and sports days paid for by external funding and delivered by professional play leaders.

3.3.35 **Tranquil Areas**

The City's many open spaces provide an opportunity for rest and relaxation for workers, visitors and residents and the City Corporation is keen that the City's open spaces offer a tranquil environment for users. Opportunities will be identified for improving and enhancing the tranquillity and soundscape of open spaces during the planning or enhancements of new spaces.

3.3.36 The World Health Organisation (WHO) recommends that noise levels in gardens and recreation areas, which would include the City's open spaces, should be less than 55 dBLAeq (sound level measurement) during day time. Noise monitoring at selected locations in the City has revealed that only a few areas of the City fall below this level. These include Thames Walk, the centre of the Barbican and inside the boundary of the Mansell Street estate. The open space along the City's riverside, despite increased activities and vibrancy, is still relatively quiet due to it being traffic free.

3.3.37 When considering what makes an open space tranquil, people's perception of the space, as well as noise levels can have an impact. Research by the City of Amsterdam has revealed that an area can be considered to be

'quiet' when it is around 6dBA lower than its surroundings. The absolute noise level seems less important. St Dunstan's in the East, has a noise level during the day of 63.7dB LAeqT. This is almost 9dB LAeq higher that the WHO recommended level yet the space scored very highly for tranquillity during monitoring.

3.3.38 In September 2010, Environmental Protection UK published a report for the City of London called Quietening Open Spaces, Towards Sustainable Soundscapes for the City of London. The document details many suggestions for improving the tranquillity of a selection of open spaces in the Square Mile. The report details that the tranquillity of an area can be improved in a number of ways:

1. Reducing the noise at source

Examples include using quiet vehicles and machinery, encouraging non-motorised transport such as walking and cycling, smoothing traffic flow, redesigning street layout, traffic calming measures, quieter road surfacing and restricting traffic at sensitive times of day.

2. Modifying the sound pathway

This can be achieved in a variety of ways such as altering openings and entrances to block or attenuate sound pathways, enclosing noise sources, installing physical noise barriers, earth bunds, or very dense (low) vegetation.

3. Mitigation at the receiver

Mitigation at the receiver could be achieved by reducing the area of acoustically reflective surfaces using materials that create sound, e.g. gravel paths that emphasise footfall, planting to attract insects and birds, the installation of water features and the installation of sculpture with sound reducing properties.

3.3.39 **Atria and Sky Gardens**

Tall buildings have led to an increase in urban densities. Due to their size and scale, the impacts of tall buildings on their surroundings are greater than those of more conventionally sized buildings. The lack of public space in densely built areas can be counteracted in tall buildings through the use of sky gardens, atrium spaces and terraces. These structures can successfully extend high quality public amenity space. Every effort should be made to secure full public access to these spaces through legal agreement both during the week as well as weekends. Given the projected rise in London's population and increasing moves to mixed use tall buildings, the use of these spaces is pertinent.

3.3.40   **Smart working in Open spaces**

Technological advances in recent years have resulted in different ways of working, including working on laptops and tablets out of the office environment utilising WiFi connections in cafes and open spaces. The City provides a free WiFi network and increased use of 3G and 4G mobile networks, which make working outdoors feasible.

3.3.41   Open spaces in the City could embrace these changes and allow for comfortable seating arrangements which would assist in "out of office" working practices. Open spaces in the City could be designed with features to maximise the ability for people to work on mobile devices such as high speed wireless connection, space to rest laptops and touch screen information boards.

3.4   Supply of Proposed Open Space

3.4.1   The City Corporation has established the Public Realm Enhancement Programme to enhance the street environment and create additional public civic spaces. This initiative is discussed in some detail in Section 4 (Vision, Strategy and Delivery). Suffice to say here that it has a number of schemes under construction and others where funding and other pre-requisites have been secured and new civic spaces are due to be created.

3.5   Demand for Open Space: The City's Existing Population

3.5.1   The characteristics of the City mean that it has a very large influx of workers, visitors and students during the working week (Monday to Friday), and a relatively small resident population. This is an unusual situation which presents a number of unique challenges to assessing need and strategy development.

3.5.2   During the working week, workers, students, visitors and residents compete for access to and use of open space and sports and recreation facilities. Competition is at its peak at lunchtimes and after work during the summer months. For the purposes of this strategy, the week-day day-time population has been used to identify the existing situation and assess need as this represents the 'busiest' scenario in terms of demand for open space.

3.5.3   The existing weekday day-time population has been estimated at around 428,000. The basis for this estimate is set out in Appendix 1: Methodology. In summary, this figure comprises:

- 370,000 workers
- 29,000 students
- 27,000 visitors; and
- 2,000 day-time residents not in employment.

3.5.4   Information on visitor numbers to the City are derived from the City of London Visitor Strategy 2013/17. There are no official figures for student numbers in the City. Assessment of the 2011 Census reveals the following characteristics of the City's workforce and total resident population (City of London Residential Population Census 2011, Published May 2013).

City Workers:

- There are significantly more male than female workers;

- The workforce is biased towards younger workers (20-29 and 30-39 age groups), especially amongst women;

- The workforce is overwhelmingly white;

- There is a very high proportion of workers in managerial or professional occupations.

Resident Population:

- There are slightly more males than females living in the City;

- There are relatively few families and children in the City. The majority of households are small and many comprise single persons;

- The City has a relatively old resident population which is expected to increase rapidly in the next decade;

- Life expectancy is expected to remain high amongst City residents;

- The City's population comprises a relatively large number of white people with low proportions of Asian or Asian British people and Black or Black British people;

- Unemployment levels are relatively low;

- A relatively high percentage of dwellings are not the household's main residence. Many view their City property as a second home, living there 5 days a week and at their family home at the weekend.

3.5.5   The City of London is a relatively affluent area ranking as the 88th least deprived area in the country and 6th least deprived in London in terms of the Index of Multiple Deprivation. In contrast, all seven boroughs bordering the City (the City Fringe) are within the 10% most deprived boroughs in England. However, within the City boundaries, the distinct residential populations show a marked disparity in deprivation levels. According to the Government's Index of Multiple Deprivation (2010) both districts of Barbican (East and West) are in the 15% least deprived areas in England. Golden Lane (comprising the Golden Lane local authority estate) is in the middle of the index and Portsoken (comprising the Middlesex and Mansell Street housing estates) is amongst the 25% most deprived areas.

3.6 Demand for Open Space: The City's Future Population

3.6.1   The City's week day day-time population is projected to increase by approximately 52,000 to around 480,000 by 2019. The basis of this projection is set out in Appendix 2: Methodology. In summary, the projected population will comprise:

- 414,000 workers (+44,000);

- 29,000 students (no change);

- 30,000 visitors (+3,000); and

- 3,400 residents not in employment (+1,400).

3.6.2   No information is available on the likely changes in the profile of workers, students and visitors. However, the projected increase in the overall resident population suggests an ageing population.

	Projected daytime population figures rounded to nearest thousand
Existing Population	428,000
Projected growth	52,000
Projected Population	476,000

Table 5: Projected weekday daytime population by 2019

3.7   Demand for Open Space: Local Opinion

3.7.1   **Overall Approach**

The City Corporation has sought to use and interpret the results of a number of recent consultation exercises; most linked with the preparation of other strategies, rather than duplicate effort and run the risk of causing consultation fatigue. Local opinion from the following community engagement events has been captured and has helped inform this strategy:

• Local Plan Consultation (2013);

• City Gardens (November 2012); and

• Residents Events (annually).

3.7.2   A summary of the results of this consultation is set out in Appendix 2.

Conclusions

The key conclusions that can be drawn from consultation are that the City's communities are generally satisfied with the City's public gardens and spaces but would like to see:

• More 'green' areas and trees;

• An increase in lawn areas for sitting;

• More natural planting to help biodiversity;

• More children's play equipment and opportunities for natural play;

• More sports equipment;

• More opportunities for volunteering including 'green gym' biodiversity and gardening activities.

3.7.3   This SPD has been the subject of consultation with a range of local people and other stakeholders. Consultation ensured that all sections of the City's communities had the opportunity to comment. An Equalities Impact Assessment and a Health Impact Assessment were carried out to measure the impact of this strategy on the City's communities.

3.8   Assessment Findings

3.8.1   **Quantitative**

As outlined above, the level of overall provision of public open space is just 0.06 hectares per 1000 week day day-time population. This is low in both absolute and relative terms. The best comparison in London is the City of Westminster, which has a ratio of approximately 0.54ha per 1,000 week day day-time population (Westminster City Council Open Space Strategy, February 2007). However, this is in part due to the large royal parks that are a feature of the West End.

3.8.2   **Qualitative**

The quality of public open space in the City is generally high. The City Gardens Team are regular gold winners in both the London and Britain in Bloom Royal Horticultural Society awards.

3.8.3   Whilst the standards of horticulture are good, the audit also flags up present and future problems with garden infrastructure. Reduced revenue budgets and wear and tear over time mean that paths, steps and railings at some sites are beginning to show their age. Ongoing changes within the nature and population of the City in recent years have also highlighted a lack of play provision suitable for children of varied ages. Finally, the ongoing maintenance costs of open space coupled with the need to meet continuously changing legislation has also had a further impact on green space provision.

3.8.4   **Areas of Deficiency**

The dense but scattered pattern of existing open spaces in just one Square Mile means that traditional techniques such as sieve maps and catchment areas do not help in identifying particular areas of quantitative open space deficiency. Therefore analysis of need has concentrated on the City as a whole, the 5 Key City Place areas and the Rest of the City.

3.8.5   The Mayor of London's SPG All London Green Grid Framework (2012) identifies the whole of the City as being in the indicative deficiency areas in relation to District Parks, Local Parks and access to nature.

3.8.6   Appendix 1: Background Information sets out the amount of open space for the City as a whole, its 5 Key City Place areas and the Rest of the City. This demonstrates that the Eastern part of the City is relatively poorly provided for in terms of workers in the Eastern Cluster and residents in Aldgate. The projected growth in employment and residential growth shown in Appendix 1 means that the Eastern Cluster will be under more pressure for open space provision, as much of the increased employment will be located in the Eastern Cluster.

3.9   **Future Spatial Priorities**

3.9.1   The key spatial messages that emerge from this assessment are as follows:

- The need for all types of public open space throughout the City;

- The particular need for public open space in the eastern part of the City.

3.9.2 **Standards**

It would clearly be inappropriate to seek to apply nationally recognised residential standards such as the National Playing Fields Association standard of 1.6 hectares per thousand people in the City context. However, there are benefits in setting an overall standard for public open space in terms of (a) providing a quantitative standard for open space provision for new development, (b) providing a target for overall provision across the City, and (c) monitoring progress in meeting the target.

3.9.3 London Plan policy 2.18 is clear that that open space standards are best set locally. The City is perhaps the clearest example of the need for a locally derived standard. The expected growth in workers, visitors and residents will increase the demand for open space in a place which has some of the highest land values anywhere in the UK. In this context, the most appropriate standard is considered to be the maintenance of the existing City-wide ratio of public open space per 1,000 week day day-time population at 0.06 hectares. In the context of a growing week-day population this is considered to be a challenging yet achievable local standard.

4. Vision, Strategy and Delivery

4.1 Vision

4.1.1   The vision for open space in the City is as follows:

"The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy, sustainable and socially cohesive place for all the City's communities and visitors."

4.2 Strategy

4.2.1   The vision is to be delivered by the following 10 strategic objectives:

1. Maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.

4.2.2   The first priority is to maintain and make the most of existing open space in the City, which is such a scarce and valuable resource. The City is the subject of intense development pressure and the City Corporation needs to use its powers as Local Planning Authority to manage change in ways that ensure open spaces are maintained and enhanced or provided in a better way.

4.2.3   Some of the Square Mile's open spaces are either not open to the general public or are open only at certain times due to private ownership. For example, Temple Gardens provides a fantastic visual amenity for people working in, living in or visiting the area, but the gardens are only able to be used during the lunchtime period. Where the opportunity allows the City Corporation will seek to secure public access, on agreed terms, to more private open spaces.

4.2.4   Opportunities should continue to be taken to improve the quality of existing open space in the City by way of imaginative design solutions, the use of high quality and robust materials, the incorporation of public art, play and other features of interest and careful management. There is still considerable scope to rationalise the design and use of public and private open spaces by working with users and owners to re-design and consolidate spaces to create more useful and attractive places.

4.2.5   Works to and the management of existing spaces need to be informed by a clear analysis of their context and an understanding of their historic value and historic associations. This will be particularly important for Gardens of Special Historic Interest and open spaces in conservation areas, but is an important consideration for all existing open spaces.

2. Increase the amount of high quality public open space in order to maintain the existing City-wide ratio of 0.06 ha per 1000 week day day-time population and focus efforts on creating additional public open space in the east of the City, particularly in the Eastern Cluster and the Aldgate area.

4.2.6   Established national and London-wide standards relating to open space and play provision are not appropriate for the particular circumstances of the City. The most realistic target in terms of the amount of public open space is to use the existing level of provision as a benchmark and to aim to maintain the existing ratio of space to the day-time population. This is a challenging target given that the growth in employment anticipated in the City will require the creation of additional public open space if the current ratio of 0.06 ha per 1000 week day day-time population is to be maintained up to 2019.

4.2.7   There are two main sources of increasing the amount of public open space; securing public access to existing private space and securing additional public open space as part of new development. The first will entail a licence or access agreement between the City Corporation and a private owner and may involve the need to carry out enhancement works and ensure suitable liability insurance cover against any future claims. The second will involve ensuring that, where appropriate, development schemes incorporate additional areas of public open space and/or make a financial contribution through the Community Infrastructure Levy or s106 Planning Obligations towards the creation of new civic spaces as part of the City Corporation's Public Realm Enhancement Programme. There is a potential synergy between growth and open space provision; since taller buildings with small footprints provide opportunities for additional open space – helping to ensure that it is provided in locations where it is most needed.

4.2.8   The design and management of new public open spaces need to be informed by a clear analysis of their current context, both physical and social, and the area's historical value and associations.

4.2.9   There may be cases where the provision of temporary open space is possible, for example in larger phased developments where there is the opportunity to lay out part of the site as temporary open space pending its redevelopment. This would be welcomed.

4.2.10   The existing distribution of public open space and predicted distribution of growth in the week day day-time population (as set out in Section 3) demonstrate the need to concentrate efforts on increasing the amount of public open space in the Eastern part of the City.

3. Ensure that all open spaces are designed and managed to be safe and accessible to all and, where appropriate, enable opportunities for different activities at different times of the day and year, including as outdoor work spaces.

4.2.11   In 2003, an accessibility audit was undertaken at all open space sites to address issues of compliance with the (then) forthcoming Disability Discrimination Act (2005). Whilst the audit praised good practice on many issues, it also highlighted a number of simple but key improvements that need to be made to many of the everyday items that form part of open space in the City. These include the height of seating, clarity of path/step edges, the addition of well-designed handrails and the installation of additional lighting. Although these issues are now being addressed at existing sites, each enhancement and new open space scheme will need to incorporate the principles of 'inclusive design' to ensure that spaces can be enjoyed by everyone, whatever their access needs. The principles of 'inclusive design' require open spaces to take account of all access needs by, for example, incorporating features that enable independent wheelchair users to access the space and incorporating tactile surfaces, scented plants and water features for blind and partially sighted users, i.e. diverse planting schemes. A recent example of where inclusive design principles have been adopted is the refurbishment of Cleary Gardens, which has been transformed into a sensory experience with the planting of scented flowers, shrubs and climbers to evoke the bouquets of wines from the Loire Valley in France.

4.2.12   All types of open space are in demand in the City and it is important that, where appropriate and viable, open spaces are designed and managed in ways which maximise the use of this scarce resource and facilitate different activities at different times for example volunteering, relaxation and informal play. An additional consideration is the need to raise the quality of certain existing open spaces by refurbishing hard landscape infrastructure and replacing over mature planting.

4.2.13   The City Corporation recognises the importance of both formal and informal play opportunities. The greatest pressure on City open spaces is during the working week, particularly at lunch time and early evening. Outside of these times, many public open spaces are relatively underused and provide an opportunity for children to make use of them for informal play. This is particularly important for spaces in or near the City's residential areas.

4.2.14   The potential inclusion of publicly accessible open space within new developments needs to be considered alongside other factors such as security implications affecting new developments and surrounding users and occupiers. Open spaces should feel comfortable, safe and secure for all users, and contribute to a wider sense of safety and security at all times of the day and night. Misuse of, and damage to, open spaces can be mitigated by crime prevention through environmental design. Close joint working with the City of London Police Architectural Liaison Officer, and the application of the Association of Chief Police Officers' "Secured by Design" principles at the concept and design stages of all new open spaces, and early in the redesign of existing ones, will make for high quality, easier to

41

manage open spaces for the City and the community. Continued cooperation with the police in the management of these spaces will only enhance this.

4.2.15 Opportunities should be taken to incorporate features that encourage workers and residents to adopt a healthy lifestyle. In addition to spaces being conducive to children's play, opportunities should be taken to include facilities that help adults stay healthy. Wider promotion of self-guided and organised walks and volunteering activities would assist health and well-being benefits.

4.2.16 The incorporation of sculptures, lighting and street furniture can help raise the quality of spaces and make them more distinctive and special. These features will be encouraged wherever practicable. Functional art work can also provide play-sensory (i.e. sight, touch, sound) equipment, offering alternative play where traditional play equipment may be inappropriate.

4.2.17 All new public open spaces need to be 'fit for purpose'; that is to comprise suitably robust features and materials whilst maintaining comfort for the user, to benefit from acceptable levels of sunlight and a comfortable pedestrian wind environment, be physically accessible to all and to have appropriate management arrangements.

4.2.18 The high levels of use of spaces place a heavy demand on their maintenance. The long-term maintenance costs (including soft and hard landscaping and infrastructure services) of new open space must be considered at the design stage and sources of funding need to be identified and secured at this stage. Planning applications for proposals that involve the creation of additional open space should be accompanied by a 'Quality and Management Statement', demonstrating how these prerequisites are to be delivered for the particular spaces that are proposed to be provided.

4.2.19 The City Corporation's on-going Public Realm Enhancement Programme, and other initiatives to increase the amount of public open spaces will add to the maintenance responsibilities of the City Corporation. Following completion of each project, the City Corporation's Open Spaces Department takes on responsibility for maintaining the soft landscaping aspects of each scheme. Whilst every effort is made to reduce the eventual maintenance cost of new schemes at the design stage by, for example, introducing irrigation systems and ensuring the careful choice of more drought-resistant plants to maximise water efficiency, this increases the burden of the maintenance budget and there is presently no additional budget provision for this following the initial five year establishment period. The City Corporation will consider the use of appropriate s106 Planning Obligation or CIL receipts to part fund longer term maintenance of these spaces following the initial five year establishment period.

4.2.20 Ensuring a consistent and planned approach to hard landscape and infrastructure maintenance throughout the City of London's open spaces is a key issue. It is therefore essential that the City of London City Surveyors Department identifies at the earliest opportunity a realistic and prioritised

42

plan to address the planned maintenance and refurbishment of hard landscape features within open spaces including the need to address accessibility issues.

4. Provide, where appropriate, additional play opportunities that are accessible to all in existing and new spaces.

4.2.21   In addition to ensuring that, where appropriate, new open spaces provide a safe and stimulating environment and informal opportunities for children to enjoy imaginative play, there is the need to improve play opportunities. The needs of disabled children need to be taken into account when designing equipment and offering play opportunities. The City Corporation's seeks to improve the provision of public play areas for children and young people. A number of opportunities exist for new or enhanced provision of equipped play areas on private (housing estate) land and in public open spaces close to residential areas. The potential sites that are identified are as follows:

- The Aldgate Plaza will provide play in the form of water features.

- Finsbury Circus will provide informal play in the form of sculpture and trails.

4.2.22   Play areas and facilities should not be located where they would cause undue disturbance to neighbouring occupiers.

5. Ensure that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation.

4.2.23   When asked for their opinion, workers and residents consistently prioritise the provision of green space (as opposed to 'hard' landscaping). Evidence shows that green infrastructure reduces stress and supports a sense of well-being. The City Corporation will prioritise the provision of green public open space and protect and promote the provision of green private open space where practicable.

4.2.24   Likewise, trees can help 'lift' the quality of spaces and will be incorporated into the design of schemes wherever practicable, taking account of the difficulties in planting trees when above utilities infrastructure. There is a need to ensure that when planting street trees, both species and size are appropriate to the location, and that species choice is informed by the City of London Tree Strategy SPD, particularly with regards to deficiencies of certain species or a lack of succession in certain areas of the City.

4.2.25   Around 40% of trees in the City are in private gardens or other privately owned and managed land and the City Corporation will encourage owners to maintain and care for these trees. The City Corporation has powers as a Local Planning Authority to control works to trees covered by a Tree Preservation Order and trees in Conservation Areas. Trees may also be the subject of planning conditions.

4.2.26   Enhancing biodiversity will be a key consideration for the City Corporation when improving existing open spaces that it manages and in approving the

design and management of additional spaces, including the specification for additional trees. The City Corporation will be guided by its Biodiversity Action Plan (2010-15) for habitats (City Gardens, Vertical Habitats – walls, balconies, terraces and roofs - and the Thames foreshore) and species (black redstart, peregrine and sparrow) which set out practical measures for improving wildlife in the Square Mile. It is also important to enhance and create linkages (i.e. 'green corridors') between open spaces in the City and with open spaces in neighbouring boroughs to facilitate the movement of plants and animals between these spaces. This is relevant to Strategic Objectives 1 and 2. Key to the delivery and monitoring of these objectives will be the use and support of volunteers and expert organisations, in order to advise on, and implement, regular survey work.

4.2.27 Around 25% of existing open space is private or has restrictive use. Individual private residents and businesses can make a big contribution to enhancing the biodiversity value of the City by improving the way they manage their gardens and roof spaces.

4.2.28 Wherever possible the City Corporation will favour the use of tree species which help to sustain wildlife. All trees support insect life which provides food for birds and some species of bat. Native tree species are of most value as they will have evolved together with animals which depend on them, but some non-native species are also successful in attracting insects. For birds, trees provide places to nest and staging posts for migrant species.

6. Ensure that enhanced and additional open spaces accord with high standards of sustainable and inclusive design, construction and management and take account of the potential changes to the City's climate, particularly the urban heat island effect.

4.2.29 The City Corporation's Sustainability Policy (2006, updated 2012) and Climate Change Adaptation Strategy (2007, updated 2010) provide important guidance for existing and proposed open spaces. The design, construction and management of all open spaces need to ensure that high standards are achieved in terms of environmental sustainability. To ensure a robust approach, a Sustainability Audit should be undertaken for all major projects. This will help take into consideration the following:

- Specifying hard landscaping materials (such as paving) that is both sustainably sourced, and permeable;

- Ensuring the careful choice of more drought-resistant plants to maximise water efficiency, but balancing this with the requirement for native species in order to encourage diversity of wildlife;

- Ensuring that all new 'enclosed garden' schemes incorporate automatic irrigation and where possible, simple irrigation systems are 'retro-fitted' into existing open spaces areas, utilising harvested water where feasible;

- Continue to replace all free-standing wooden planters with more long-lived materials in order to cut down on the use of timber preservatives;

- Ensuring that new planters include reservoir tank irrigation systems and water retentive granules to cut down on watering;

- Incorporating porous paving and other forms of Sustainable Drainage Systems (SuDS) where appropriate; SuDS should be designed, where possible, to maximise contributions to water resource efficiency, biodiversity enhancement and the provision of multifunctional open spaces.

- Creating areas of shade to maximise cooling through planting; and

- The use of materials from renewable sources.

7. Increase the provision of private and communal residential amenity space (balconies and roof terraces) and communal amenity green space for office workers (including indoor and outdoor gardens) in appropriate locations.

4.2.30   The clear priority is to provide more and better quality public open space. Such space provides an important place for people to meet and socialise, helps social cohesion and should be encouraged. However, the provision of private and communal residential amenity space and communal amenity space for office workers would help take the pressure off the limited amount of public open space and should be increased, subject to amenity and security considerations.

8. Effectively manage the temporary loss of any open space during construction projects and ensure that high quality open space of equivalent or greater size is established as soon as possible following the necessary works.

4.2.31   The constant redevelopment of buildings within the City creates sites which are temporarily vacant. The use of land for temporary open space and recreational use is encouraged, where it would not prejudice the eventual return to office (or other) use. Where temporary green spaces are provided, it may be appropriate for trees and plants to be planted within moveable containers, so as not to prevent or deter future development on site, and so that green infrastructure can be utilised elsewhere.

4.2.32   The Crossrail Project, which commenced in 2010, will bring much benefit to the City and is strongly supported by the City Corporation. However, the proposals have resulted in the partial and temporary closure of Finsbury Circus for at least five years whilst it is being used as a works site. Finsbury Circus is an Historic Park and Garden and is located within the Finsbury Circus Conservation Area. The City Corporation will continue to work closely with local stakeholders and the Crossrail Project to minimise the adverse effects of works on existing trees and to agree with the Crossrail Project an appropriate detailed design and specification for a replacement open space and an appropriate timescale for the reinstatement of the facilities.

9. Promote the potential contribution open spaces can make to the improved health and well-being of City and wider communities.

4.2.33 There are several ways in which open spaces can help improve the health of the City's communities. These include allowing people to relax and exercise, enabling cultural events where space and funding are available and providing opportunities for community cohesion through volunteering activities.

4.2.34 Equipment in open spaces that can be used for play and/or exercise can encourage people to improve their health and fitness. Such equipment may be appropriate in spaces where the long-term maintenance of the equipment can be paid for through developer contributions.

4.2.35 The main source of air pollution in the City is road vehicles. The following issues should be considered when designing open space schemes to improve the health of the City's communities:

- The use and siting of trees and shrubs and other vegetation that has a positive benefit on air quality. Deciduous trees are preferable because of their ability to capture pollution;

- Designs that encourage people to spend time away from the busiest, most polluted roads. This will help to reduce exposure to the highest levels of pollution in the City;

- Designs that protect the people most vulnerable to poor air quality such as children and the elderly.

> **10. Increase public awareness and understanding of the different types of open space in and around the City and encourage the City's communities to make the most of open spaces and to help maintain and improve them.**

4.2.36 Open spaces in the City are the focus of a number of events during the year and the City Corporation already supports programmes to encourage communities to make use of these spaces and sports facilities and to adopt a healthy lifestyle.

4.2.37 The location and variety of open space available in the City will continue to be promoted extensively. This will include explaining the value of the growing number of civic spaces to help people appreciate the role such spaces have in the City's network of spaces and the opportunity there is for them to help increase the overall amount of open space. At present, this is achieved through the City of London website, information signs at each City Corporation-maintained open space, a bi-monthly newsletter, the provision of free site leaflets and self-guided walks leaflets. The City Corporation will continue to work with its partners to do this and will look to further support volunteering projects so that City workers and residents can take an active role in maintaining and improving their own environment.

4.2.38   It is important that open spaces are adequately sign posted wherever feasible, particularly those not visible from the street e.g roof gardens and terraces.

4.2.39   Ongoing consultation and engagement with both users and non-users of open space in the City is also an essential element in understanding demand for certain types of open space and the perception of its quality. In addition to the City-wide residents, workers and City executive surveys undertaken by the City Corporation, it is important that the Open Spaces Department continues with its existing engagement programme through on-site comments cards, dedicated site surveys and its annual satisfaction questionnaire.

4.2.40   The City Corporation seeks to continue to raise public awareness and challenge standards through entry into regional and national competitions such as In Bloom, London Garden Squares and Green Flag. There are approximately 26 open spaces within 400m of the City in neighbouring Boroughs. The City Corporation is currently working in partnership with neighbouring Boroughs and Transport for London at:

Aldgate: The reconfiguration of the current Aldgate Gyratory to include a new landscaped green space and additional tree planting has come about as a result of wide consultation and partnership working with Transport for London and the London Borough of Tower Hamlets.

Bunhill Fields: This site is located in the London Borough of Islington and requires additional funding to restore areas of the burial ground as well as extending and enhancing amenity opportunities for users of the site. Consultation and partnership working with local residents and the London Borough of Islington will take place to seek external funds.

4.3 Delivery

4.3.1   This part of the section looks in detail at issues relating to implementing the Strategy.

4.3.2   **Enhancing Existing City Gardens**
The Open Spaces Department maintains a rolling work programme for the refurbishment and improvement of their open spaces throughout the City, subject to available funding. Although this includes a wide spread of sites throughout all areas of the City, phasing will be reviewed to ensure the plan reflects the spatial priorities outlined in this strategy. Typically, the refurbishment of at least two open spaces is achieved each year through the work plan.

4.3.3   The Open Spaces Department (City Gardens Team) is to develop its work plan into a delivery strategy, setting out priorities for different parts of the City and identifying sources of funding to deliver these priorities.

4.3.4 **Enhancing the street scene**
This initiative was introduced briefly in Section 3, when outlining proposed additional open space. Originally established with £1 million funding from the City Fund (see below), the Public Realm Enhancement Programme will be funded from financial contributions secured by way of the Community Infrastructure Levy and Section 106 planning obligations.

4.3.5 Working in partnership with businesses, developers and other agencies, the Environmental Enhancement Team in the City Corporation's Department of the Built Environment manages the delivery of enhanced streets and spaces and the creation of additional 'civic spaces'. The Team is proactive in its delivery and maintenance of high quality, challenging and contemporary new public space projects ensuring the highest quality public realm for the City's communities. To date, over 95 schemes have been successfully implemented.

4.3.6 The Environmental Enhancement Team has divided the City into 16 sub-areas and is developing Public Realm Enhancement Strategies for each of these areas. To date, ten Strategies have been prepared and the intention is to develop a Strategy for all of the sub-areas.

4.3.7 **Securing Public Access to Private Spaces through Access Agreements**
Public open space of all types are heavily utilised in the City. It is important, therefore, that the City Corporation continues to negotiate public access to existing and proposed new private spaces. Access to new private spaces should be secured as part of granting planning permission for new development and the negotiation of formal maintenance agreements for all churchyards maintained by the City Gardens team provides the opportunity to increase public access.

4.3.8 **Developing Planning Policy and Managing Development**
Section 2 sets out the existing and emerging planning policy framework for protecting and creating open space and leisure facilities in the City.

4.3.9 The City Corporation, as local planning authority, will use the development management process to protect existing spaces from inappropriate development and facilitate the creation of additional open spaces. This will include entering into agreements with developers when granting planning permission for new development to:

- Secure improvements to existing open spaces as part of new development;

- Secure the provision of new open space as part of new development;

- Ensure public access to new open space where appropriate;

- The Community Infrastructure Levy or s106 Planning Obligations will be used to provide financial contributions towards the improvement of existing open spaces and/or the creation of new public open spaces 'off-site' and the maintenance of soft landscaping of new on-site public spaces.

4.3.10 **Continuing to work in Partnership with others**
The City Corporation will continue to use its funding to best effect and work in partnership with specific businesses and developers, regional, national and international organisations, to lever in additional funding and expertise to deliver this Strategy. Key partnership organisations include:

- City of London Children and Young People's Strategic Partnership;

- City of London Play Partnership;

- Safer City Partnership;

- City Fringe Partnership;

- City of London Police;

- Proactive East London;

- London Marathon Charitable Trust;

- Bridge House Estates Trust;

- The Mayor of London's agencies (Greater London Authority and Transport for London);

- Department for Communities and Local Government;

- European Union.

4.3.11 **Increasing Volunteering**
The City Corporation currently works closely with and supports the work of the Friends of City Gardens whose core aim is to promote and enhance the City's gardens and open spaces in line with the City Corporation's own aims and objectives. Since the groups inception in 2013 the friends have successfully secured external funds from small grant schemes and sponsorship as well as engaging a variety of different user groups to take part in a range of activities and events in the City's gardens. 2014 will be the first year the group will lead on the City in Bloom campaign, (part of the wider Royal Horticultural Society in Bloom Campaign) which encourages schools, businesses and the wider community to actively take part in enhancing and celebrating the green spaces within the 'Square Mile'. The City Corporation continues to assist the Barbican Wildlife Group to carry out enhancement projects in Fann Street Garden and supports corporate volunteering organisations, on an ad hoc basis, particularly in relation to biodiversity enhancement projects. The only restriction that now applies lies in the very nature of the sites themselves; not having the large scale parks projects enjoyed by neighbouring boroughs, volunteering opportunities are limited to small scale projects and garden maintenance.

4.3.12 **Implementation with other policy areas**
Figure 6 below illustrates how this Strategy relates to other policy and implementation mechanisms to help secure enhancements to existing open spaces and the creation of additional open space.

Governance		Policy & Implementation

Open Spaces Committee

Planning & Transportation Committee

Consultation with Stakeholders

Alignment

Open Space Audit

Open Space Strategy

- Core Strategy
- Local Plan
- Proposals Map
- Tree SPD

Open Space Delivery Strategy	Environmental Enhancement Strategies	Partnership Working	Volunteering

Development Management:

- Securing enhancements to existing spaces
- Securing additional open space
- Securing financial contributions to improve

Projects to improve existing open spaces and create additional open spaces

Enhancement of existing open spaces and creation of additional open spaces

Figure 6: Organisational Chart

50

4.4   Action Plan

4.4.1   A five year action plan has been prepared separately to develop the commitments set out in the 10 Strategic Objectives into identified actions over the medium term.

4.5   Implementation, Monitoring and Review

4.5.1   The Open Spaces Department will be responsible for driving forward the Strategy and its Action Plan, monitoring progress against identified milestones and targets and reporting to the Open Spaces Committee annually. Appropriate mechanisms and checks need to be put in place to ensure that the work of the group is reflected positively in delivery of projects on the ground.

4.5.2   The supply of open spaces is monitored by the Department of the Built Environment through the monitoring of planning permissions and subsequent losses and gains of open space. An update to this Strategy will be carried out in 2018/19 and the Open Spaces Audit will be updated annually.

Appendix 1: Background Information

1. Open Space Typologies

Open space typologies are set out in Table A1 below and are contained in the City of London Open Spaces Audit 2013.

Table A1: Open Space typologies

	Typology	Primary Purpose
Greenspaces	Parks and Gardens	Accessible, high quality opportunities for informal recreation and community events
	Natural and semi-natural greenspaces,	Wildlife conservation, biodiversity and environmental education and activities
	Local Green corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration
	Outdoor Sports Facilities	Participation in outdoor sports, such as pitch sports, tennis, bowls, athletics or countryside or water sports
	Amenity Greenspace	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas
	Provision for children and young people	Areas designated primarily for play and social interaction involving children and young people, such as equipped play areas, ball courts, skateboard areas and teenage shelters
	Cemeteries and churchyards	Quiet contemplation and burial of the dead, often linked to the promotion of wildlife conservation and biodiversity
Civic Spaces	Primary civic spaces	Provides open space amenity. Includes civic and market squares and other hard surfaces designed for pedestrians
	Secondary civic spaces	Provides both open space amenity and facilitates pedestrian movement
Under construction	Sites awaiting development	

Source: City of London Open Spaces Audit (2013)

2. Key Relevant Statistics and Population Figures

Table A2-1: Existing estimated weekday daytime population

Source	Populations	2011
2011 Census Office for National Statistics	Workers	370,000
City of London Student Estimate	Students	29,000
City of London Visitor Estimate	Visitors	27,000
2011 Census	Residents not in employment	2,000
Total		**428,000**

Notes: (1) Total figures rounded to nearest thousand (2) only residents 'not in employment' were used to avoid double counting.

Table A2-2: Projected weekday daytime population

	City
Existing Population	428,000
Predicted growth	52,000
Predicted Population	480,000

Note: Predicted Population figures rounded to nearest thousand

This is broken down as follows:

Table A2-3: Projected weekday daytime population

Source	Populations	2011	2019
2011 Census Office for National Statistics	Workers	370,000	414,000
City of London Student Estimates	Students	29,000	29,000
City of London Visitor Estimates	Visitors	27,000	30,000
2011 Census Office for National Statistics	Residents not in employment	2,000	3,400
Total		**428,000**	**476,000**

Note: (1) Total figures rounded to nearest thousand (2) No new Higher Education facilities expected (3) 'Residents not in employment' increased by 70% from existing, in line with predicted growth of the overall resident population.

3. Employment and Residential Growth

The data below shows that both office and residential floor space will increase during the medium term.

Table A2-4: Office growth 2014-2019

	Office floor space
2014	8,600,000
Growth between 2014-2019	980,000
Projected Office floor space	**9,580,000**

Table A2-5: Housing growth 2014-2019

	Residential units
2014	1,107
Additional units between 2014-19	781
Projected residential units	**1,888**

4. Summary of Results of Consultation

The following is a summary of the consultation that has helped inform this draft Strategy.

Local Plan Consultation 2013/14. The following comments were made as a result of the consultation.

- Respondents felt there is a need to encourage enhancement of space within the public realm and green spaces need to be actively managed to encourage biodiversity and promote the health and well-being of residents, workers and visitors. There was also large support for securing public access to private open spaces. There was support for green roofs and walls as well as balconies which enhanced green space.

- While green spaces and recreational facilities were encouraged there was also concern that care should be taken when siting these uses near residential areas to minimise disturbance to residents.

- There was support for the creation of green corridors throughout the City, making it more pleasant to travel on foot and creating more green areas in which to sit during the summer with more amenity and recreational uses and to increase biodiversity.

- There was concern about the lack of facilities for children and teenagers in the City. However there is a need to balance these uses with quiet areas.

- There was recognition of the high demand for use of open spaces throughout the City, therefore the potential for spaces to be multi-purpose should be fully explored. It was felt that there is an unfulfilled demand for sports areas in the City, also office developments should provide cycling parking with shower and changing facilities and also explore the opportunities for multi-use as sports facilities for inter-firm provision.

City Gardens Customer Survey (2012)

The City Gardens section also conducts its own site specific research. For example, over 1015 face-to-face interviews were carried out at most of the City Garden sites during 2012 in order to help inform the design and provision of green space.

Resident Events (twice annually)

Residents meetings are conducted twice a year. There is a central meeting held at Guildhall in January and June, as well as meetings on each of the four estates held in May and November. In addition there is also a resident meeting held in the West of the City to reflect the growing population in that part of the City. The Open Spaces Department always have a stand at each event so that residents can feed any concerns or raise any issues.

Although residents sometimes use these forums as an opportunity to enquire about ongoing works, they rarely raise maintenance or other garden issues. Of more importance to residents is the overall lack of open space in general and opportunities to provide more, as well as the climate change and sustainability issues associated with open space.

5. Types of Existing Open Space by Key City Place

Table A2-6 (below) sets out the amount of open space (by open space typology) for the City as a whole, the 5 Key City Places and the Rest of the City.

Table A2-6: Types of Open Space by Key City Place (All figures in hectares)

Type of Open Space	North of the City	Cheapside & St. Paul's	Eastern Cluster	Aldgate	Thames & the Riverside	Rest of the City	Total
Primary Civic Space	4.29	0.6	0.8	0.4	0.5	0.9	7.5
Secondary Civic Space	4.57	0.76	0.08	0.23	2.22	1.28	9.14
Parks and Gardens	1.19	0.52	0.05	-	2.63	0.8	5.18
Cemeteries and Churchyards	2.19	0.83	0.17	0.09	0.26	0.8	4.35
Amenity Green Space	2.07	0.06	0.07	0.24	0.18	0.27	2.88
Natural and Semi-Natural Urban Greenspaces	1.24	-	-	-	-	-	1.24
Provision for children and Teenagers	0.22	0.07	-	0.29	0.19	-	0.78
Outdoor Sports Facilities	0.62	-	-	-	-	-	0.62
Green Corridors	0.14	-	-	0.08	0.18	-	0.4
Total Space	**16.53**	**2.84**	**1.18**	**1.33**	**6.17**	**4.04**	**32.09**

Appendix 3: Five Year Action Plan (2014-2019) (This will not be included in final SPD).

Strategic Objective	Action	Milestone	Lead Department(s)	Target	Monitoring
1. Maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.	Adopt Local Plan Open Space Policies DM19.1, DM19.2, DM19.3, DM19.4	January 2015	Department of the Built Environment (Policy)	Adoption of policies.	Adoption by Policy and Resources Committee.
	Adopt Public Realm Enhancement Strategies for 15 areas of the City.	April 2015	Department of the Built Environment (Environmental Enhancement)	Adoption of 15 Enhancement Strategies.	Annual monitoring report of progress of Enhancement Strategies.
	Review the 10 approved Public Realm Enhancement Strategies	April 2015	Department of the Built Environment (Environmental Enhancement)	Successfully implement 10 Public Realm Strategies.	Annual monitoring of progress of Enhancement Strategies.
2. Increase the amount of high quality public open space in order to maintain the existing City-wide ratio of 0.06 ha per 1000 week day day-time population and focus efforts on	Adopt this five year action plan linked to the Open Spaces Strategy.	December 2014	Department of the Built Environment (Policy) Open Spaces Department (City Gardens)	Successful adoption of actions in the plan.	Five Year Action Plan will be reviewed annually to assess progress.
	Continue to secure the creation of additional publicly accessible open	As development opportunities	Department of the Built Environment (Development	Increase of open space in relation to the	Annual Monitoring Report which assesses planning applications.

creating additional public open space in the east of the City, particularly in the Eastern Cluster and the Aldgate area.	space in development schemes.	allow	Management)	increase in the working population.	
	Continue to implement Environmental Enhancement Projects.	As development opportunities allow	Department of the Built Environment (Environmental Enhancement)	Implementation of planned projects.	Annual Monitoring Report which assesses planning applications.
Strategic Objective	**Action**	**Milestone**	**Lead Department(s)**	**Target**	**Monitoring**
3. Ensure that all open spaces are designed and managed to be safe and accessible to all and, where appropriate, enable opportunities for different activities at different times of the day and year, including as outdoor work	As funding becomes available, complete improvement works to all City Corporation sites and ensure accessibility issues are taken into account	On-going and until April 2019	The Department of the Built Environment Open Spaces Department (City Gardens)	Implementation of planned projects.	Annual monitoring report of progress of Enhancement Strategies
	Agree formal maintenance agreements for churchyards maintained by the City Corporation when and where applicable.	April 2016	Open Spaces Department (City Gardens) City Solicitor	Formal agreements to be in place with a minimum of 10 churches	Annual monitoring and report progress

spaces.	Ensure an appropriate work plan is implemented for hard landscape areas.	April 2015 and annually	City Surveyors Department (Landscape Infrastructure) Department of the Built Environment	Works are planned and rectified within appropriate timescales	Annually
	Implement local enhancement schemes to improve access to open spaces (signage, footway improvements, dropped kerbs, tactile paving, cycle lanes, traffic calming measures etc.)	Ongoing	Open Spaces Department (City Gardens) Department of the Built Environment (Environmental Enhancement)	Implementation of planned projects.	Annual monitoring report of progress of Enhancement Strategies .

Strategic Objective	Action	Milestone	Lead Department(s)	Target	Monitoring
4. Provide, where appropriate, additional play opportunities that are accessible to all in existing and new spaces.	Ensure that new spaces have the potential to offer 'play experiences' for children, either by securing CIL agreements or the delivery of temporary informal sessions delivered by stakeholders.	Ongoing and until April 2019.	Community + Children's Services Department. Department of the Built Environment (Environmental Enhancement). Open Spaces Department (City Gardens).	Increase number of play opportunities.	Annual Monitoring Report which assesses planning applications.
5. Ensure that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation.	Incorporate planting and tree species that provide biodiversity value.	As development opportunities allow and until April 2019.	Open Spaces Department (City Gardens) Department of the Built Environment (Development Management).	Increase biodiversity through appropriate planting.	Regular review of planting through habitat surveys.

		Effectively manage trees maintained by the City Corporation and control the felling, lopping or pruning of private trees where possible.	Ongoing until April 2019.	Open Spaces Department (City Gardens). Department of the Built Environment (Development Management).	Maintain health of City trees.	Annual monitoring report will record changes in tree numbers to maintain and manage the current number of mature trees in the City in accordance with the CoL Tree Strategy.
		Continue to manage the City's seven gardens identified as Sites of Local Importance for Nature Conservation (SLINC) increasing these from seven to ten.	April 2017.	Open Spaces Department (City Gardens).	Successfully manage attributes which make the open spaces SLINC's.	Annual reporting.
		Review and implement the second revision of the City of London's habitat and species Biodiversity Action Plans.	December 2015 then actions ongoing.	OS Department (City Gardens). DBE (Development Management).	Successfully implement the objectives of the BAP.	Annual review of progress. Aim to complete 100% of all identified projects in accordance with the outcomes and timescales set in the

					individual Action Plans.

Strategic Objective	Action	Milestone	Lead Department(s)	Target	Monitoring
6. Ensure that enhanced and additional open spaces accord with high standards of sustainable and inclusive design, construction and management and take account of the potential changes to the City's climate, particularly the urban heat island effect.	Ensure all new spaces take account of the latest technology and expertise when specifying appropriate materials, planting and features into enhancement schemes and designs for new open spaces.	Ongoing.	Open Space Department (City Gardens). Department of the Built Environment (Environmental Enhancement). Department of the Built Environment (Development Management).	100% of all new and refurbished spaces to be tested against the Corporate sustainability framework to ensure that all features, including their long term maintenance, are as sustainable as possible	Annual monitoring of Sustainability Framework.

				whilst satisfying user needs.	
7. Increase the provision of private and communal residential amenity space (balconies and roof terraces) and communal amenity green space for office workers (including indoor and outdoor gardens) in appropriate locations.	Adopt Local Plan policies DM 10.2 and DM10.3	January 2015.	Department of the Built Environment (Policy)	Adoption of policies.	Adoption by Policy and Resources Committee.
	Secure the creation of amenity space, where appropriate, as part of development schemes.	As development opportunities allow.	Department of the Built Environment (Development Management).	Increase amenity space.	Annual Monitoring Report which assesses planning applications.

Strategic Objective	Action	Milestone	Lead Department(s)	Target	Monitoring
8. Effectively manage the temporary loss of any open space during construction projects and ensure that high quality open space of equivalent or greater size is established as soon as possible following the necessary works.	Finsbury Circus Garden: Maintain with the Crossrail Project the detailed specification for a replacement open space and ensure the garden is installed within the agreed timescale.	April 2018	Open Space Department (City Gardens). DBE (Transport)	Successfully project manage re instalment and improvement of Finsbury Circus Gardens.	Project monitoring will ensure targets are met in agreed timescales.
	Continue to identify any necessary mitigation measures for nearby open spaces.	October 2019	Open Space Department (City Gardens).		Review progress annually.
Strategic Objective	Action	Milestone	Lead Department(s)	Target	Monitoring
9. Promote the potential contribution open spaces can make to the improved health and well-being of City and wider communities.	Investigate possible funding and partnerships to deliver activities within City Gardens to assist with improved physical and mental health and well-being.	Ongoing and until April 2019	Open Space Department (City Gardens).		Review progress annually to assess effectiveness of promotion.

Strategic Objective	Action	Milestone	Lead Department(s)	Target	Monitoring
10. Increase public awareness and understanding of the different types of open space in and around the City and encourage the City's communities to make the most of open spaces and to help maintain and improve them.	Maintain and improve information on the City of London website and e news correspondence.	Ongoing.	Open Space Department (City Gardens)		Review effectiveness of communication methods at regular intervals.
	Maintain information signs at each City Corporation open space and continue to provide site and self-guided walks leaflets via the information centre and in key gardens.	Ongoing.	Open Space Department (City Gardens) \n\n Public Relations		Review effectiveness of signage and leaflets annually.
	Carry out a residents, workers and City executive surveys.	Every 4 years.	Open Space Department (City Gardens).	Achieve a minimum of 80% average satisfaction rating with open spaces in the City.	Review progress every four years to ensure target is being met.
	Carry out dedicated site surveys and annual satisfaction questionnaires.	Annual.	Open Space Department (City Gardens).	Ensure average 150 per year are achieved.	Review annually to ensure target being met.

		Work with City of London Garden Guides to ensure the quality of their information is up to date.	Ongoing	Open Space Department (City Gardens).	Ensure information is up-to-date.	Annual Meeting with City Guides to review progress.
		Provide corporate groups with meaningful volunteering activities that add value to the City Open Spaces. Support the Friends of City Gardens to fulfil their aims and objectives.	Ongoing	Open Space Department (City Gardens).	Ensure existing volunteer hours are maintained.	Annual review to ensure targets are being met. Communicate with Friends of City Garden's at regular intervals to ask if they feel their aims and objectives are being met.

Committee(s):	Date(s):	Item no.
Open Spaces and City Gardens Committee	9 December 2014	

Subject:
REVENUE AND CAPITAL BUDGETS – 2014/15 AND 2015/16

Report of:	**Public**
The Chamberlain	For Decision
The Director of Open Spaces	

Summary

This report updates the Committee on its latest approved revenue budget for 2014/15 and seeks approval for a provisional revenue budget for 2015/16, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises the position.

Summary of Table 1	Latest Approved Budget 2014/15 £000	Original Budget 2015/16 £000	Movement £000
Expenditure	2,317	2,422	105
Income	(363)	(360)	3
Support Services and Capital Charges	(136)	(165)	(29)
Total Net Expenditure	1,818	1,897	79

Overall the provisional Original budget for 2015/16 totals £1.897M, an increase of £79,000 compared with the latest approved budget for 2014/15.

Recommendations

The Committee is requested to:

- Review the provisional 2015/16 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Review and approve the draft Capital Budget;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme.
- If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairman of the Policy and Resources Committee prior to approving an alternative proposal(s).

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Gardens which is funded from the City Fund as part of the City Corporation's local authority functions, and the Open Spaces Directorate which is funded from City's Cash and co-ordinates the management of the Department, and works in co-operation with other Departments on cross service projects and corporate initiatives.

2. This report sets out the proposed revenue budget and capital budgets for 2015/16. 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 2014-2017 which was approved in April 2014. The main priorities for City Gardens include :-
   - Identify budget savings as agreed with the Chamberlain as part of the corporate Service Based Review process
   - Review management arrangements for City churchyards
   - Review City of London Open Space Strategy

Proposed Revenue Budget for 2015/16

6. The proposed Revenue Budget for 2015/16 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 – 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 2015/16 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. Additional resources from savings made at Burnham Beeches & City Commons were utilised by the Director to fund consultancy to support future savings in fleet management and staff restructures, and to fund posts within the Directorate to support other savings projects. An allowance was given towards any potential pay and price increases of 2% in 2015/16. The budget has been prepared within the resources allocated to the Director.

Analysis of Service Expenditure	Local or Central Risk	Actual 2013-14 £'000	Latest Approved Budget 2014-15 £'000	Original Budget 2015-16 £'000	Movement 2014-15 to 2015-16 £'000	Paragraph Reference
TABLE 1						
OPEN SPACES & CITY GARDENS COMMITTEE SUMMARY – ALL FUNDS						
EXPENDITURE						
Employees	L	1,431	1,543	1,582	39	
Premises Related Expenses	L	211	217	221	4	
Premises Related Expenses (Supplementary Revenue Project)	C	10	0	0	0	
R & M (City Surveyor's Local Risk)	L	197	182	275	93	10
Transport Related Expenses	L	62	61	51	(10)	
Supplies and Services	L	287	293	272	(21)	
Third Party Payments (Private Contractors - Tree Works)	L	25	21	21	0	
Total Expenditure		**2,223**	**2,317**	**2,422**	**105**	
INCOME						
Other Grants, Reimbursements and Contributions – (Section 106/Rechargeable Works)	L	(70)	(80)	(70)	10	
Other Grants, Reimbursements and Contributions – (Section 106/278)	C	(10)	0	0	0	
Customer, Client Receipts	L	(283)	(283)	(290)	(7)	
Transfer from Reserves (S106 Parking Meter Reserves)	L	(18)	0	0	0	
Total Income		**(381)**	**(363)**	**(360)**	**3**	
TOTAL EXPENDITURE/ (INCOME) BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		1,842	1,954	2,062	108	
SUPPORT SERVICES						
Central Support and Capital Charges		742	740	748	8	
Recharges within Fund (Directorate Recharges)		(648)	(655)	(686)	(31)	
Recharges Across Funds (Directorate Recharges)		(119)	(120)	(126)	(6)	
Recharges to Finance Committee (Corporate & Democratic Core)		(101)	(101)	(101)	**0**	
Total Support Services		**(126)**	**(136)**	**(165)**	**(29)**	
TOTAL NET ENDITURE/(INCOME)		**1,716**	**1,818**	**1,897**	**79**	

Page 92

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 £79,000 in the overall budget between the 2014/15 latest approved budget and the 2015/16 original budget.

10. The 2014/15 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 main reason for the £93,000 increase in the City Surveyor's Local Risk is due to a budget movement of £102,000 for Repairs & Maintenance which relates to the re-phasing and level of new bids within the Additional Works Programme.

    The 2015/16 Additional Works Programme is based on the bids detailed in the report to your committee in April 2014. The final sum which was endorsed by the Corporate Asset Sub Committee in June 2014 totalled £171,000. The anticipated balance of remaining Additional Works Programme schemes of £68,000 has also been incorporated.

    The basis on which costs are charged under the Building Repairs and Maintenance contract is being reviewed. The present costs, which are based on a square footage basis, are to be replaced by costs relating to the individual assets of each property. The outcome of the review is likely to result in variations to the budgets that have been submitted for 2014/15 and 2015/16. The City Surveyor will report separately on any significant changes.

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

    The City Surveyor's Local Risk Repairs & Maintenance budgets for the 2014/15 Latest Approved and the 2015/16 Original can be found in Table 2.

TABLE 2 - CITY SURVEYOR LOCAL RISK	Latest Approved Budget 2014/15 £'000	Original Budget 2015/16 £'000
Repairs and Maintenance		
Additional Works Programme		
Bunhill Fields	103	141
City Gardens	34	98
	137	239
Planned & Reactive Works (Breakdown & Servicing)		
Bunhill Fields	31	22
City Gardens	13	13
Directorate	1	1
	45	36
Total City Surveyor	182	275

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

Table 3 - Manpower statement	Latest Approved Budget 2014/15		Original Budget 2015/16	
	Manpower Full-time Equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Directorate	4.90	417	4.90	425
City Gardens/Bunhill Fields	32.00	1,126	32.00	1,157
TOTAL OPEN SPACES & CITY GARDENS COMMITTEE	36.90	1,543	36.90	1,582

Potential Further Budget Developments

12. The provisional nature of the 2015/16 revenue budget recognises that further revisions may be required, including in relation to:

- budget reductions to capture savings arising from the on-going PP2P reviews;

- decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

- The basis on which costs are charged under the Building Repairs and Maintenance contract is being reviewed. The present costs, which are based on a square footage basis, are to be replaced by costs relating to the individual assets of each property. The outcome of the review is likely to result in variations to the budgets that have been submitted for 2014/15 and 2015/16. The City Surveyor will report separately on any significant changes.

- If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairman of the Policy and Resources Committee prior to approving an alternative proposal(s).

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

Revenue Budget 2014/15

13. The forecast outturn for the current year is in line with the latest approved budget of £1.818M.

Draft Capital and Supplementary Revenue Budgets

14. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the Table below.

Capital & Supplementary Revenue projects - latest estimated costs		Exp. Pre 01/04/14 £'000	2014/15 £'000	2015/16 £'000	Later Years £'000	Total £'000
Service Managed	Project					
Pre-implementation						
City Gardens	St Mary at Hill Churchyard S106		10			10
Authority to start work granted						
City Gardens	St Olave's Churchyard	5	61			66
City Gardens	St Botolph Bishopsgate Churchyard S106	71	13			84
TOTAL OPEN SPACES & CITY GARDENS		**76**	**84**	**0**	**0**	**160**

15. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.

16. The implementation phase of the project at St Mary at Hill Churchyard is due to be carried out in 2015/16. All other projects are due to be completed in the current financial year.

17. A further scheme in the pipeline is work to improve drainage and enhance facilities at St Botolph Ball Court, subject to external funding.

18. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2015.

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

Analysis by Service Managed	Actual 2013-14 £'000	Latest Approved Budget 2014-15 £'000	Original Budget 2015-16 £'000	Movement 2014-15 to 2015-16 £'000	Paragraph(s) Reference
CITY CASH					
DIRECTORATE*	0	0	0	0	
BUNHILL FIELDS	330	285	318	33	
TOTAL	**330**	**285**	**318**	**33**	
CITY FUND					
CITY GARDENS	1,255	1,378	1,420	42	
CITY OPEN SPACES (DIRECTOR OF THE BUILT ENVIRONMENT)	131	155	159	4	
TOTAL	**1,386**	**1,533**	**1,579**	**46**	
TOTAL (ALL FUNDS)	1,716	1,818	1,897	79	

Reasons for zero budget lines:-

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

Support Services & Capital Charges from/to Open Spaces & City Gardens Committee.	Actual 2013-14 £'000	Latest Approved Budget 2014-15 £'000	Original Budget 2015-16 £'000	Movement 2014-15 to 2015-16 £'000	Paragraph Reference
Support Services					
Central Recharges-					
City Surveyor's Employee Recharge	55	57	59	2	
Admin Buildings	62	64	70	6	
Insurance	11	10	10	0	
I.S.Recharges - Chamberlain	370	364	361	(3)	
Capital Charges	10	29	31	2	
Support Services-					
Chamberlain (includes CLPS recharges)	163	143	145	2	
Comptroller and City Solicitor	14	14	14	0	
Town Clerk	0	0	0	0	
City Surveyor	45	48	48	0	
Other Services*	12	11	10	(1)	
Total Support Services & Capital Charges	742	740	748	8	
Recharges Within Fund					
Directorate Recharges	(648)	(655)	(686)	(31)	
Corporate and Democratic Core	(101)	(101)	(101)	0	
Total Recharges Within Fund	(749)	(756)	(787)	(31)	
Recharges Across Funds					
Directorate Recharges	(119)	(120)	(126)	(6)	
Total Recharges Across Funds	(119)	(120)	(126)	(6)	
Total Support Services & Capital Charges	(126)	(136)	(165)	(29)	

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

Committee(s):	Date(s):	Item no.
Open Spaces and City Gardens Committee	9 December 2014	
Subject: Business Plan: Quarterly Performance Update	**Public**	
Report of: Director of Open Spaces	**For Information**	

Summary

This report summarises departmental performance at the end of the second quarter of financial year 2014/15. The report contains details of progress made to deliver key projects, achievements against Key Performance Indicators (KPIs) and changes to key risks during the first half of the financial year.

Recommendation

That this report is received for information.

Main Report

Background

1. The Open Spaces Department Business Plan was agreed by this committee in April 2014. The Business Plan details the aims and objectives of the department. This report considers progress made in the first half of financial year 2014/15.

Current Position

Delivery of Key Projects 2014/15

2. Significant progress has been made on a number of key departmental projects.

3. The Hampstead Heath Ponds project remains the highest risk and highest profile departmental project. Planning permission for the project will be considered by the London Borough of Camden in December by which point a judicial review decision will have been received. Ground investigations have been completed, including four originally delayed by nesting birds. Regular stakeholder meetings have continued, although the format of the stakeholder group may change when works commence. The education programme has been developed and an education officer is in post and building relationships with local schools.

4. Progress has also been made on the Highams Park Dam Project. Ground works on the dam have commenced and regular engagement with the public is taking place. On the 15th October a site tour and question and answer session was held for local community groups. Local councillors, interested members of the public and residents groups have been kept informed through a fortnightly newsletter. Signs and posters have also been placed at the site to explain the works to passers-by and minimise disruption by suggesting alternative pedestrian routes.

5. Details of progress on achievement of actions for all departmental projects are shown in the tables below.

a. Hampstead Heath Ponds Project

Actions/Milestones	April 2014 – June 2014 Facilitation of ground investigations **Achieved**
	April 2014 – March 2015 regular stakeholder meetings **Achieved**
	January 2015 – March 2015 Mobilisation phase
	March 2015 Scoping documents produced for management and maintenance plans
	March 2015 Education programme developed

b. Delivering Savings

Actions/Milestones	June 2014 – Proposals produced for Finance Committee **Achieved**
	September 2014 – Agreement of Department Action Plan **Achieved through establishment of project boards**
	March 2015 – Delivery of any identified year one savings

c. Epping Forest Management Plan

Actions/Milestones	December 2014 – Initiation of the consultation on the management plan **Delayed**
	March 2015 – Completion of consultation stage **Delayed**

d. Highams Park Dam Project

Actions/Milestones	March 2015 – Completion of community engagement programme during works at the site **Ongoing**

e. Shoot Project

Actions/Milestones	April 2014 – Gateway 3/4 approval **Achieved**
	June 2014-September 2014 – Planning application **Achieved**
	September 2014 – Gateway 5 approval **Achieved**
	January 2015 – March 2015 – initiation of works

f. City Churchyards management arrangements

Actions/Milestones	March 2015 – Completion of review – **In progress**

g. Queen's Park playground modernisation

Actions/Milestones	September 2014 Initiation of Phase 3 including fundraising activities **Achieved**
	March 2015 Completion of the installation

h. Kenley Revival Project

Actions/Milestones	June 2014 - Develop Activity Plan **Achieved**
	September 2014 - Develop Conservation Plan **Achieved**
	December 2014 - Develop Management and Maintenance plan – Physical and Digital
	December 2014 -Develop Learning Plan
	December 2014 - Submit HLF bid

i. West Ham Park Nursery feasibility study

Actions/Milestones	March 2015 – Completion of assessment and medium/long term plans for the nursery produced. **Ongoing**

j. West Ham Park Café feasibility study

Actions/Milestones	September 2014 – Completion of initial scoping, including discussion with City Surveyors **Achieved**
	April 2015 – Development of project plan

k. City Commons and Burnham Beeches management arrangements

Actions/Milestones	March 2015 - Deliver new structure at City Commons
	March 2015 - Identify and deliver new ways of 'collegiate' working across the 3 City Commons' sections whilst ensuring their status as separate Charities.
	March 2015 - Identify development/training needs to support the above
	March 2015 - Integrate communications across the City Commons and Burnham Beeches teams

l. Grazing project

Actions/Milestones	September 2014 – Full completion of over-wintering facilities at Great Gregories (Epping Forest) **Delayed**
	December 2014 – installation of hard and invisible fencing at the grazing zone (Epping Forest and Burnham Beeches)
	March 2014 – Completion of full year of free range grazing (Epping Forest)

m. Introduction of Land Management Category Board

Actions/Milestones	April 2014 – Establishment of the board **Achieved**
	June 2015 – Agreement of priorities for year's work **Achieved**
	March 2015 – Reporting of savings achieved.

n. Roll out of the Open Spaces visual identity

Actions/Milestones	April 2014 – Presentation of identity 'tool-kits' to staff **Achieved**
	September 2014 – Completion of initial training of staff in use of the toolkits **Achieved**
	March 2015 – Completion of roll out for all annually renewed

	publications and publicity materials.

Key Performance Indicators (KPIs) 2014/15

6. A dashboard containing details of performance against the four KPIs is available at Appendix 1.

7. The conservation KPI measures the number of current management plans in place for City of London Open Spaces. Almost all sites have current management plan. The Queen's Park plan was agreed in June 2014 by committee.

8. The process of developing the management plan at Queen's Park and that agreed for Highgate Wood in spring 2014 resulted in a number of lessons learnt. Managers of both sites felt it was most productive to produce short, concise documents which are actively used to guide day-to-day management. They felt engagement between on the ground staff and a wide range of stakeholders was a key part of the process.

9. Epping Forest Management Plan is still being developed. Themes and sub-themes for consultation which had previously been presented to committee are being re-drafted. A new consultation timetable has been developed, which should see the final draft brought before committee by May and the start of public consultation in July.

10. KPI 2 measures visitor satisfaction. In its first year the measure will provide a baseline for satisfaction. The measure consists of a percentage of visitors ranking their satisfaction following visits as good or better. Currently slightly different methodologies are used at different sites, which mean scores are not directly comparable. In future years a joint methodology will be developed so the measure can be used more effectively to inform site management.

11. KPI3 measures income generated at each site, with income expressed as a percentage of actual local expenditure. The seasonal nature of income at Open Spaces sites means this measure will have increasing value when we are able to compare figures year on year.

12. KPI4 measures training spend at sites as a proportion of direct staff expenditure. A target was set of training budgets representing 1.5% of direct staff spend. Currently this target is not being met at any sites. It is likely that the bulk of staff training will occur during the third quarter of the year, due to limitations on staff time available for training over the summer. This will be kept under review.

Financial and risk implications

13. The Risk Register agreed as part of the Business Plan is reviewed quarterly and individual risks are discussed at Senior Management Team meetings.

14. Risks have been reviewed several times during the reporting year and actions taken to minimise and mitigate risks. Some changes have been made in year and the amended risk register is available at Appendix 2.

15. A new risk has been identified of **Financial Failure.** This risk superseded earlier risks named **Unavoidable reduction in income** and **Implications of increasing energy costs.** A previously recorded risk entitled **Inability to deliver additional burial space** has been removed from the departmental risk register, although it remains a divisional risk for the Cemetery and Crematorium. A new broader risk has been identified entitled **Project Management Failure.**

16. All departmental budgets are forecast to be within budget by the end of the financial year.

Conclusion

17. Progress in delivering the current year's business plan will continue to be monitored and the remedial action described above will be taken.

Contact:

Jennifer Allott
Departmental Business Manager
020 7332 3517
jennifer.allott@cityoflondon.gov.uk

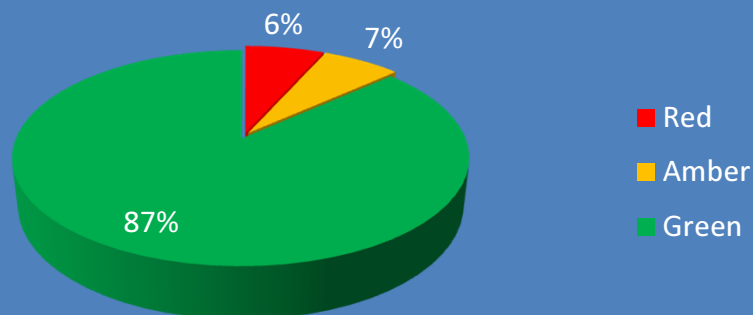This page is intentionally left blank

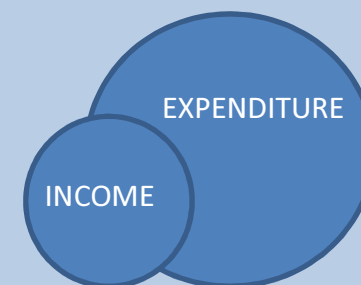# OS: Quarterly Key Performance Indicator Report

KPI 1 Conservation

Red = No current Management Plan
Amber =Management Plans are due to run out in the next two financial years

Current Management Plan in place

- 6% Red
- 7% Amber
- 87% Green

KPI 3 Finance Management

Income is measured as a percentage of local expenditure.

EXPENDITURE

INCOME

Site	Q1 %	Q2 %	Q3 %	Q4 %
Stoke Common	28	80		
Burnham Beeches	24	32		
West Wickham	16	12		
Ashtead	13	8		
West Ham Park	21	19		
Nursery	63	36		
City Gardens	18	15		
Hampstead Heath	21	26		
Queens Park	23	16		
Highgate Wood	15	14		
Epping Forest	24	25		
Chingford	98	117		
Woodredon	176	176		
Wanstead	42	51		
Cemetery and Crematorium	166	164		
DEPARTMENTAL	46	53		

KPI 4 People Management

100% = Training spend equal to 1.5% of staff costs

Legend:
- Target
- Training spend as % staff spend

X-axis: BB & CC, CG &WH, Cem & Crem, Directorate, Epping Forest, North London

KPI 2 Customer Satisfaction

Division	Survey completed	Satisfaction (good+)
BB &SC	Completed	97%
City Commons	Analysis stage	
Cem & Crem	In progress	
City Gardens	Analysis stage	
West Ham	Analysis stage	
Epping Forest	Completed	62%
North London	Completed	98%

This page is intentionally left blank

Departmental risk tracker	Owned By	Director of Open Spaces	Version	2014/15
	Administered By	Departmental Business Manager	Date	25th September 2014

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	Threat of death or serious injury as a result of **failure of health and safety procedures**	4	5	Director of Open Spaces	• Health and Safety Departmental Policy • Departmental and site specific policies • Risk assessments and safe systems of work • Ongoing programme of staff training in Health and Safety • Departmental audit system and departmental working group to ensure policies and procedures are understood and implemented • Monitoring of incidents/accidents data and follow up corrective actions	2	4	A ↔	• Ongoing annual audits and completion of follow up actions, monitored by the departmental technical manager; • Ongoing monitoring of incidents/accidents data; • Development and agreement of further policies (Tree Policy July 2014) • Quarterly meeting of departmental H&S group to share best practice	A
2	**Extreme weather** or changing environmental conditions affecting site operations and visits	4	5	Superintendents	Monitoring of weather forecasts (short and long term); preparation and exercising of emergency plans; monitoring of reservoirs as required by the Environment Agency; regular lessons learnt exercises following adverse weather events (for example storms in autumn of 2013)	4	3	A ↔	Monitoring of reservoirs required to meet Enviornment Agency; Monitoring of metereological reports, preventative engineering works (Ponds Projects)	A
3	**Financial failure** through failure to deliver service to budget, failure to deliver SBR savings and failure to develop income streams to targets	5	3	Superintendents	Monthly monitoring of income at all sites; annaul review of all fees and charges	3	3	A ↔	Establishments of project boards to monitor delivery of SBR projects; development of new income streams	A

No.	Risk			Owner	Controls					Further Action	
4	**Deterioration of buildings** through lack of maintenance leading to health and safety risks, disruption to operations and reputational impact	4	3	Superintendents / City Surveyors	Regular meetings between officers from City Surveyors and officers at sites to plan and prioritise works; delivery of the Additional Works Programme	4	3	A	↑	Development of stratey to rationalise operational buildings across open spaces; regular meetings between Director of Open Spaces and City Surveyors to be re-established	A
5	Impact on landscape management of outbreak of **animal, plant or tree disease** leading to increased costs and declining visitor numbers	5	2	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. Regularly survey trees, in line with the departmental policy, and carry out recommended works.	5	1	A	↓	Monitoring of grazing and overwintering strategies to ensure animal health risks are minimised. Continuing monitoring and surveying of tree health.	G
6	Impact of **anti-social behaviour** at sites incurring increased risks to visitor, increased costs and negative publicity	5	2	Superintendents	Regular staff presence at sites; liaison with local police	3	1	G	↓	Development of links with police forces in areas neighbouring sites.	G
7	**Housing and highways development** close to Open Spaces have negative environmental impact on the sites	4	4	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone	3	3	A	↑	Continued monitoring of planning applications, involvement in development of LDFs	A
8	**Fly-tipping**, including hazardous substances	5	3	Superintendents	CCTV at sites where there is repeat fly-tipping; enforcement action against offenders.	4	2	G	↓	Preventative design and maintenance at sites; increased littler picking team at Epping Forest	G
9	**Project management failure** leads to delays in project delivery, failure to secure budgets, failure to secure external grant funding, public relations difficulties	5	2	Superintendents	Corporate project management support and processes	4	1	G	↑	Project skills training of key staff	G
10	**Failure to recruit and retain staff with required skills**	4	2	Superintendents	Departmental training plan agreed; investment in ongoing training.	4	2	A	↑		A

11	**Risk of theft** due to cash handling in offices with few members of staff	3	1	Superintendents	Cash handling guidance notes in place at all sites; use of CCTV cameras on safes; appropriate insurance in place	2	1	A	↑	Review of all cash handling guidance notes	G

This page is intentionally left blank

Committee:	Date:
Open Spaces and City Gardens	9 December 2014
Subject: Risk Management Strategy	**Public**
Report of: The Chamberlain	**For information**

Summary

This report introduces the new Risk Management Strategy which was approved by the Audit and Risk Management Committee on 13 May 2014. All committees are receiving a similar report which provides information to Members about the new Risk Management Strategy and progress on its implementation. This report covers the Open Spaces Department

In line with the Cabinet Office's Management of Risk (M_O_R) principles a Risk Management Strategy has been developed to provide a clearer and dynamic framework for managing organisational risks. Key changes in the Risk Management Strategy include a new framework to define risks, a new 4x4 risk scoring model, the introduction of a target risk score and a clearer route to escalate risks.

Service Committees will continue to have responsibility to oversee the significant risks faced by departments in the delivery of their service responsibilities. Chief Officers are accountable for effective risk management within their department, reporting to their relevant service Committee(s), a responsibility that cannot be delegated.

An on-line risk management system is currently being implemented which will assist in the recording, management, and dynamic reporting of risks.

The changes arising from the risk management strategy will be implemented within City of London departments and Institutions alongside the phased rollout of the risk management information system. This will be done by working with each department, beginning with the Chamberlain's.

At the request of the Audit and Risk Management Committee, a revised framework for the review of key departmental risks at the same time as seeking updates on Corporate Risks has been developed. The new programme of risk review by members of the Audit and Risk Management Committee commenced from 9 September 2014 with the Chamberlain's Department. The Open Spaces Department is scheduled for 24 February 2015.

The departmental risk registers will be reviewed, and updated, in line with the new

Risk Management Strategy including the adoption of the 4x4 risk scoring and introduction of a target risk score.

Recommendations:

Members are asked to
- Note the new Risk Management Strategy and plans for the phased roll-out of the strategy within departments and City of London Institutions.

Main Report

Background

1. In 2013 a risk management improvement plan was developed to improve and refresh the City Corporation's risk framework. An independent review of risk management was also undertaken by Zurich Municipal which further informed and strengthened the objectives set out in the improvement plan. Outcomes from the improvement plan resulted in changes to the risk framework and the creation of a Risk Management Strategy, which has replaced the risk management handbook and is in line with the terminology used commonly in other organisations as well as the Cabinet Office's Management of Risk principles. The Risk Management Strategy was approved by the Audit and Risk Management Committee on 13 May 2014.

2. Service committees have a responsibility to oversee the significant risks faced by departments in the delivery of their service responsibilities, receiving regular reports from Chief Officers identifying the significant risks and providing assurance that appropriate mitigation action has been identified and implemented. Chief Officers are accountable for effective risk management within their department, a responsibility that cannot be delegated.

Risk Management Policy (Page II, Appendix 1)

3. As part of the Risk Management Strategy a new Risk Management Policy statement was created. This is a statement of intent for risk management signed by the Chairman of Audit and Risk Management Committee and the Town Clerk.

4. An objective of the risk management policy statement is briefly to communicate the City Corporation's commitment to risk management, in order to support the realisation of its objectives, and to highlight its appetite for risk.

Risk Management Strategy (Appendix 1)

5. The Risk Management Strategy builds on the previous risk management handbook providing guidance on how risk management is used and how it will operate within the City Corporation. Development of this document also fits in with the Cabinet Office's M_O_R principles.

6. The Strategy was developed in consultation with the officers forming the Risk Management Group and has been reviewed by Chief Officers and Members of the Audit and Risk Management Committee.

7. Service committees continue to have a responsibility to oversee the significant risks faced by departments in the delivery of their service responsibilities, receiving regular reports from Chief Officers identifying the significant risks and providing assurance that appropriate mitigation action has been identified and implemented.

8. Key changes in the strategy include:

   i. A clearer framework to define risks, using the Cause, Risk and Effect model (Appendix 1, Page 10).

   ii. A new 4x4 scoring model for likelihood and impact (Appendix 1, Page 11). This brings it in line with the risk matrices for Health and Safety and City of London Police.

   iii. The introduction of a Target Risk Score (Appendix 1, Page 22) to indicate how the Current/Net risk score will reduce further with the in-progress or planned controls. This will be the optimum score for the risk in order for it to be manageable, taking account of the resources available and the ability of the City Corporation directly to manage the risk once external factors are considered.

   iv. A clear escalation route highlighting how risks will be raised to management boards based on the risk score or risk type (Page 16). Service committees will continue receiving top departmental risks, now set at a risk score 16 or above, on at least a quarterly basis.

   v. Service committees can recommend departmental risks be reviewed further at the Audit and Risk Management Committee and can recommend the risks be escalated on to the Corporate Risk Register.

Risk Management Information System

9. As departments are becoming more familiar with risk management, greater focus is being placed on the risk registers, which is resulting in an administrative burden due to the manual collation process involved using spreadsheets. To reduce this burden, improve consistency and significantly improve the ability to provide dynamic risk reports the City Corporation is introducing a risk management information system.

10. Some of the benefits that can be achieved from a risk management system include:

   a. Clearer oversight of Corporate, Strategic and Operational risks;
   b. Greater transparency and visibility of risk management;
   c. Assurance that risk portfolios are actively managed and that risk management is robust;

d. Improving data quality and saving time (and expense) in administering risk registers;
e. Behaviour changes from gathering information to interpreting what is said and improving the ability to provide business intelligence for decision making;
f. Easier to share and communicate risk information;
g. Improved reporting of risk information and usage in other areas, e.g. risk-based audits; and
h. Real time information with a clear audit trail.

11. In addition to the above, a risk system will also allow customised reports to be produced which can focus on specific areas of interest, for example, producing a report for the top financial risks for a particular service area. This cannot be currently achieved due to the independent nature of the risk registers on MS Excel.

Planned Roll out

12. It is planned that changes arising from the risk management strategy are rolled out alongside the rollout of the risk management information system. This will ensure that information placed in the new system is refreshed and fits in line with the new risk framework. Installation of the new risk management software has commenced, with a phased roll-out now underway and due to be completed by the end of March 2015.

13. The Open Spaces risk register is updated on a quarterly basis. The risk register is reported annually to the Open Spaces committee when the Departmental Business Plan is considered. Additionally any changes to key risks or mitigating actions are reported as part of the quarterly business plan monitoring reports. Updates on operational risks are presented by Superintendents of each Open Space site to the relevant spending committee. Up until the implementation of the software planned for Quarter 4 2014/15 risk information will continue to be presented in the current format.

Cyclical Review of Corporate and Departmental Risks

14. Over the last two and a half years, a structured approach to reviewing the City's strategic risks has been adopted. At the request of the Committee, a revised framework for the review of key departmental risks at the same time as seeking updates on Corporate Risks has been agreed with the Chairman of the Audit and Risk Management Committee and Chief Officers.

15. The new programme of risk review by Members of the Audit and Risk Management Committee commenced from 9 September 2014 with the Chamberlain's Department, with the Open Spaces Department scheduled for 24 February 2015.

Conclusion

16. The risk management framework continues to be actively reviewed to make it easier and effective in order to embed it further in the City Corporation. Service

committees are an essential part of the framework to enable the City Corporation to understand and manage risks and in order to achieve the objectives set out in their respective departmental business plans.

Appendices
- Appendix 1 – Risk Management Strategy

Paul Nagle
Head of Audit and Risk Management
T: 0207 332 1277
E: paul.nagle@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation

Risk Management Strategy

Version 2.03

Approved by the
Audit & Risk management
committee
13 May 2014

CITY
OF
LONDON

Contents

Version History

This strategy builds on and replaces earlier versions of the risk management handbook and is intended to be a high level document that provides a framework to support the City Corporation's statutory responsibility for managing risk.

It also allows the City to further strengthen and improve its approach to risk management enhancing its ability to deliver its corporate aims and objectives successfully.

The risk management strategy sets out key objectives across a three year rolling period but will be reviewed annually to ensure it remains fit for purpose.

Version control:

Date	Version Number	Comments
21/04/11	1.0	- Risk Management Handbook created
22/04/14	2.0	- Refreshed Risk Management Handbook and renamed as Risk Management Strategy
21/10/14	2.01	- Minor typographical changes
23/10/14	2.02	- Minor typographical changes
28/10/14	2.03	- Job title change

CITY OF LONDON CORPORATION'S
RISK MANAGEMENT POLICY STATEMENT

THE CITY OF LONDON CORPORATION (COL) RECOGNISES AND ACCEPTS ITS RESPONSIBILITY[1] TO MANAGE RISKS EFFECTIVELY IN A STRUCTURED MANNER IN ORDER TO ACHIEVE ITS OBJECTIVES AND ENHANCE THE VALUE OF SERVICES PROVIDED TO THE COMMUNITY.

In pursuit of this policy COL has adopted a risk management strategy that captures the following key objectives:

- Enables corporate, departmental and programme objectives to be achieved in the optimum way and to control risks and maximise opportunities which may impact on COL's success;
- COL recognises its responsibility to manage risks and support a structured and focused approach that includes risk taking in support of innovation to add value to service delivery.
- Risk management is seen as an integral element of the Corporation culture;

These key objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines for risks and their controls at all levels;
- Ensuring that Members, Chief Officers, external regulators and the public at large can obtain necessary assurance that the Corporation is mitigating the risks of not achieving key priorities and managing opportunities to deliver more value to the community, and is thus complying with good corporate governance;
- Complying with relevant statutory requirements, e.g. the Bribery Act 2010, the Health and Safety at Work Act, the Local Government Act and more;
- Providing opportunities for shared learning on risk management across the Corporation and its strategic partners;
- Monitoring arrangements on an on-going basis.

APPETITE FOR RISK

City of London Corporation seeks to minimise unnecessary risk and manage residual risk to a level commensurate with its status as a public body so that:

    i.   **The risks have been properly identified and assessed;**

    ii.   **The risks will be appropriately managed, including the taking of appropriate actions and the regular review of risk(s);**

The City of London Corporation will also positively decide to take risks in pursuit of its strategic aims where it has sufficient assurances that the potential benefits justify the level of risk to be taken.

APPROVED BY:

Alderman Nick Anstee

(Chairman of the Audit and Risk Management Committee)

John Barradell

(Town Clerk and Chief Executive)

[1]Accounts and Audit Regulations 2011

Approved on 13th May 2014

II

Chapter 1: Introduction

In a rapidly changing environment, with the effects of reduced public funding, the changing demographics and the continual demand on services, the City of London Corporation is faced with an unprecedented challenge to deliver its statutory obligations, provide high quality services, as well as manage the associated social and financial implications.

The interlocking challenges faced from budget pressures, supplier failures, security issues, and so on, has created a complex matrix of risks, all requiring some level of management.

Amongst these challenges however opportunity can also be created for those who are best placed to embrace, innovate, collaborate and manage new risks.

This strategy has been developed to provide guidance on the City's approach to managing both opportunities and threats within the business environment, and through adoption will help to create an environment which meets the needs of the City's citizens, partners and other key stakeholders.

Aligned with this we will aim to be an exemplar of good practice and we will continue to meet our statutory responsibility to have in place satisfactory arrangements for managing risks, as laid out under regulation 4 of the Accounts and Audit Regulations 2011:

"The relevant body is responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk."

Only by active management of risks will the City of London Corporation be able to meet its corporate objectives which in turn will enhance the value of services provided to the City.

What is risk and risk management?

The word 'risk' is a very common term used in everyday language and will be referred to by many professions from both the public and private sector. It is a concept which has grown from being used to describe a narrow field of risks which are to be avoided, to a wider, more holistic focussed world where importance is placed on how to manage risk rather than avoiding it.

The following definition for risk[2] has been adopted by the City of London Corporation:

"The effect of uncertainty on objectives"

Risk management is a business discipline that every working sector uses to achieve objectives in an efficient, effective and timely manner. Our risk management definition is[2]:

"The systematic application of principles, approach and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses"

---

[2] OGC: Management of Risk

Purpose of this strategy

The City of London Corporation is a complex organisation, comprising a number of departments with very diverse operations. By adhering to this strategy, the City of London Corporation will be better placed to meet all its objectives in an efficient, effective and timely manner.

Every risk is linked to a business objective and this strategy will help enforce a proactive stance to managing these risks, ensuring that less time is spent reacting to situations and more time is spent taking advantage of opportunities.

Listed below are some of the benefits of successfully implementing this strategy:

- Ability to satisfy statutory requirements (under the Local Government Act 1999), government regulations (e.g. Corporate Manslaughter Act, Health and Safety at Work Act, Children's Act 2004, Care Bill 2014,and more) and compliance related matters (e.g. financial and contractual regulations, Bribery Act 2010, and more);

- Protecting and enhancing the City of London Corporation's reputation;

- Better management and partnership working with city partners, improving safeguards against financial loss and reducing chances of organisational failure;

- Increased innovation, value for money and visual improvements in service delivery;

- Improved ability to justify decisions being taken and reduced risk of mistakes, reducing complaints and improving customer satisfaction;

- Ensuring teams achieve goals and objectives, and increasing their competitiveness (against other organisations);

- Common understanding of risk management for consistency and ease of application;

- Improved assurance levels arising from audit and external inspections, providing confidence to customers that risks are being controlled;

- Effective resilience to changing environmental conditions, to protect key services.

Chapter 2: Managing risks

Why manage risks

Effective risk management is an on-going process with no overall end date as new risks (threats and opportunities) arise all the time.

The Corporation is fully committed to developing a culture where risk is appropriately and effectively managed for which the following benefits will be achieved:

- An increased focus on what needs to be done (and not done) to meet objectives;

- More effective allocation of resources reducing incidences of mistakes and providing greater control of costs – demonstrating value for money;Greater transparency in decision making and enhanced ability to justify actions taken;

- Improved resilience against sudden changes in the environment including, but not limited to, natural disasters and risks related to supplier failures;

- Reduction of the Corporation's insurance costs, in turn protecting the public purse;

- Improved safety for staff, partners and residents; and

- Minimised losses due to error or fraud across the Corporation.

Choosing whether to eliminate or innovate

Innovation by its very nature involves taking risks, and as a consequence, places greater demand on all of us to ensure that those risks are well managed.

One of the key aims of risk management is to ensure that the process supports innovation, not by preventing it - but rather helping to take well thought through risks that maximise the opportunities of success.

Good risk management is about being "risk aware" not "risk averse"!

Roles and Responsibilities

The City Corporation considers risk management to be an intrinsic part of the Corporation's system of corporate governance. It is recognised that for this to be effective it is vital that everybody within the Corporation understands the role they play in effective management of risk.

Tier	Responsibility
Court of Common Council	Overall accountability for risk management.
Audit and Risk Management Committee	Providing assurance to the Court on the effectiveness of the risk management framework and its application. The Chairman is the Member Risk Champion.
Service Committees	Oversee the significant risks faced by Departments in the delivery of their service responsibilities.
Chief Officers Group	Collective responsibility for management of Corporate risks.
Chief Officers Summit Group	Promoting, steering and monitoring risk management for the Corporation. The Chief Officers Summit Group oversees the strategic elements of risk management.
Business Support Director	Officer Risk Champion, promoting risk management and leading Senior Management engagement. The Business Support Director is the Chairman to the Risk Management Group and also attends the Audit and Risk Management Committee.
Risk Management Group	Promoting and embedding risk management, with key outcomes reported to the Chief Officers Summit Group. The Risk Management Group oversees the operational elements of risk management.
Head of Audit and Risk Management	Deputy Chairman of the Risk Management Group and provides assurance to the effectiveness of the internal control environment.
Corporate Risk Advisor	Provides risk management support and advice to the Corporation. Also responsible for promoting the consistent use of risk management, developing the risk framework and facilitation of the City of London's Corporate Risk Register.

5

Tier	Responsibility
Individual Chief Officers	Accountable for effective risk management within their department, reporting to their relevant service Committee(s) – this responsibility cannot be delegated.
Risk Owner	The person that is accountable for the overall management of the risk, including bidding for resources to control the risk.
Control Owner	The person that has accountability for a particular task to control an aspect of the risk, either the Cause or the Effect. The role is accountable to the Risk Owner.
Departmental Risk Coordinators	Promoting, facilitating and championing the implementation of risk management within their department.
Service/ Project Managers	Accountable for effective management of risk within their areas of responsibility.
Employees	Maintaining an awareness and understanding of key risks and management of these in day-to-day activities.

Outcomes of this strategy will be achieved by working closely with many key teams within departments such as Health and Safety, Insurance, Corporate Performance & Business Development, Project Management, Contingency Planning and more.

The ultimate responsibility for risk management lies with the Court of Common Council and the Town Clerk. However, it must be stressed that **risk management is the responsibility of everyone working in, for and with the City of London Corporation.**

Chapter 3: The risk management process

Essentially risk management is the process by which risks are identified, evaluated, controlled and monitored at regular intervals. It is about managing resources wisely, evaluating courses of action to support decision-making, protecting clients from harm, safeguarding assets and the environment and protecting the Corporation's public image.

Whenever an activity takes place, there will be an outcome that will either lead to a success or failure. In undertaking the activity there will be a number of factors which needs to be right to determine whether the activity is a success or not, or to put it the other way round, there are a number of risk factors which, if they are not managed properly, will result in failure rather than success.

Risk Management is also a business planning tool designed to provide a methodical way for addressing risks. It is about:

- Identifying the objectives and what can go wrong;

- Acting to avoid it going wrong or to minimise the impact if it does;

- Realising opportunities and reducing threats.

The risk management cycle

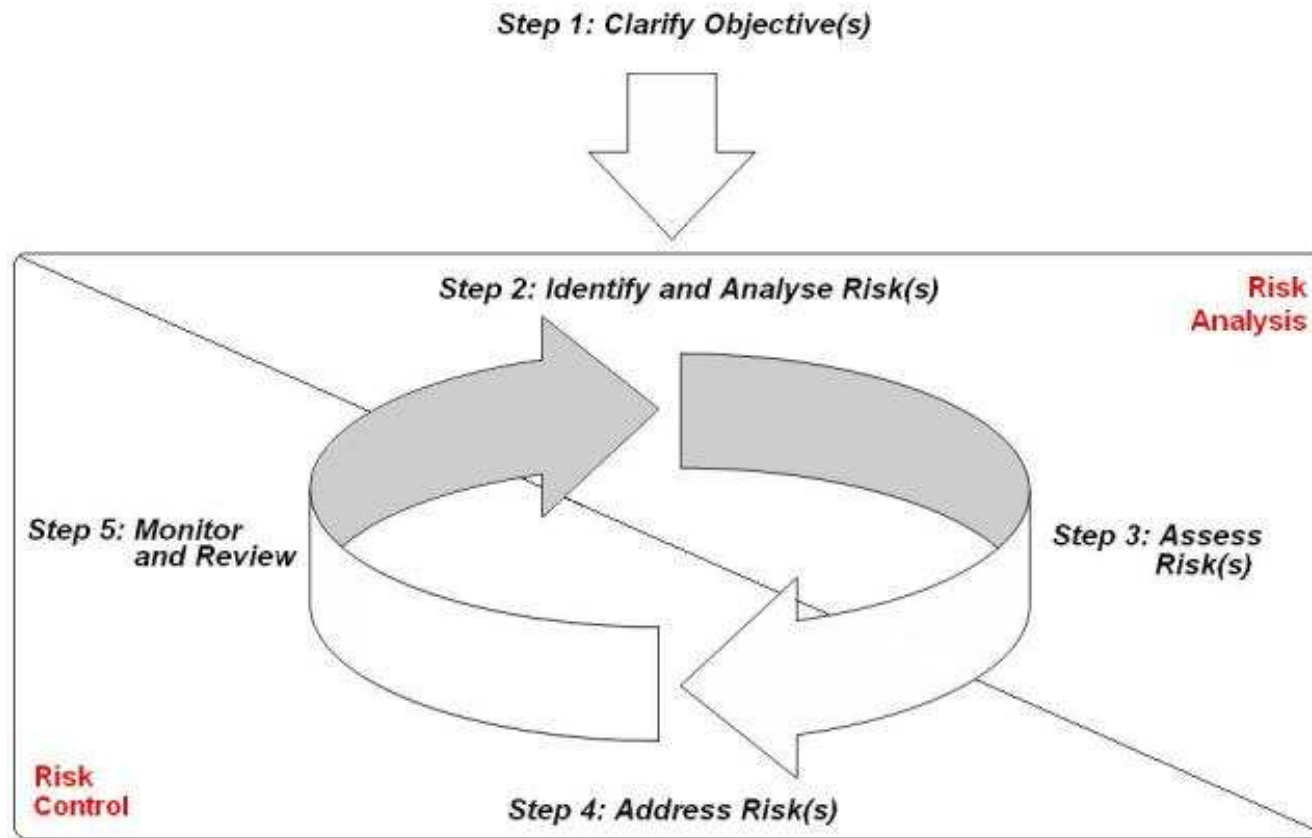The risk management process is broken down into five steps illustrated below:

Figure 1: City of London's risk management cycle

8

Step 1: Clarify Objectives

It is difficult to think about risks in isolation, so the first step is to be clear about the objectives and key deliverables. This part of the process requires information about the (planned) activity.

This will include an understanding of:

> - The corporate/departmental/project objectives;
>
> - The scope of the activity;
>
> - The assumptions that have been made;
>
> - The list of stakeholders; and
>
> - How the activity sits within the corporate/departmental/project structure.

This includes:

- Making sure that everyone is clear about the relationship between the services and its wider environment;

- Identifying internal and external stakeholders;

- Understanding the Corporation and its capabilities, as well as its objectives and strategies that are in place to achieve them.

Note: Risks will always be linked to a Service, Departmental or Corporate objective.

Step 2: Identify and Analyse risks

The aim of this step is to identify the risks to the (planned) activity that may affect the achievement of the objective(s), which can either be positive or negative.

Consultation is required from different levels of management and staff members, and sometimes customers and stakeholders, asking the following questions:

➢ What might prevent the achievement of the stated objectives?

➢ Has it gone wrong before?

➢ Who should own this risk?

➢ When should we start managing this risk?

It is widely recommended to identify risks through workshops and/or training sessions. However, there are many other methods which can be used such as questionnaires, a Strengths - Weaknesses - Opportunities - Threats analysis, brainstorming sessions, and more.

During the identification stage the following information needs to be gathered:

• The description of the risk, in terms of Cause → Risk → Effect;

• The nature of the risk – for example, political, financial, reputation, and more; and

• The name of the individual taking responsibility for the risk (i.e. the risk owner).

Step 3: Assess Risks (4x4)

Every risk should be assessed to help determine how much attention is given to the particular event. This is done by ranking the risks with a set of scores determined by their individual likelihood and impact rating.

The City of London Corporation uses a 4 point scale and the multiple of the likelihood and impact gives us the risk score, which is used to determine the risk profile. See Appendix 1 for details on how risks should be scored.

The risk score is placed on the Risk matrix (Figure 2) and is used to help prioritise and assist risk owners in the actions they need to take to manage the risk.

Impact

X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likely (4)	4	8	16	32
Possible (3)	3	6	12	24
Unlikely (2)	2	4	8	16
Rare (1)	1	2	4	8

(Likelihood — vertical axis)

Figure 2: COL risk matrix

Step 5 highlights how often risks should be reviewed and Chapter 4 highlights how the risk scores are used for reporting purposes.

Step 4: Address Risks

Without this step, risk management would be no more than a bureaucratic process. Addressing risk involves taking practical steps to manage and control it.

Not all risks need to be dealt with in the same way. The common risk response outlined below should help in considering the range of options available when responding to risks.

Importantly, when agreeing actions to control risk, consideration is required on whether the actions themselves introduce new risks

Threat responses

When managing threats, the controls that are put in place should help to effectively reduce the risk to a manageable level. There are four approaches that can be taken when deciding on how to manage threats:

- **Reduce**: A selective application of management actions, by applying internal control to reduce either the likelihood or the impact, or both, designed to contain risk to acceptable levels, e.g. mitigation action, contingency planning and more;

- **Transfer**: Shifting part of the responsibility or burden for the loss to another party, e.g. through outsourcing, insurance, etc;

- **Avoid**: An informed decision not to become involved in a risk situation. This can be challenging as the City of London Corporation may not be able to avoid risks associated with its statutory functions;

- **Accept**: An informed decision to accept the likelihood and impact of a particular risk. For example, the ability to do anything about a risk may be limited, or the cost of taking any action may be disproportionate to the potential benefit.

Ownership of Risks and Controls

Having identified and defined the risks, it is essential that someone "owns" them (i.e. the risk owner). This is not the same as being responsible for carrying out the tasks or actions for the risk (i.e. the control owner). This is a critical part of the step as without a named individual it is unlikely that the risk will be managed.

<u>Risk Owner</u>

It is important that the risk owner, where possible, be:

- A person who has the ability to influence the outcome of the event, one way or another;

- A person who can be accountable for the delivery in the area where the risk would have an effect;

- A person who can take charge and lead nominated control owners.

From a departmental viewpoint, the risk owner should be a member of the department's management team.

<u>Control Owner</u>

Control owners are responsible for carrying out the tasks or actions for the risk, as assigned by the risk owner.

It is important to note that:

- Control owners can be different from the Risk owner;
- Control owners can be from a different department to the Risk owner;
- A risk may contain many controls, therefore many control owners, however only on an exceptional basis would one control be assigned to multiple risks.

Control owners can be any officer within the organisation, but must have an adequate reporting line to the Risk owner.

Step 5: Monitor and Review

Once risks have been identified and appropriate controls and action plans put in place to manage them, it is essential to routinely monitor their status. Risks change, due to many factors, and it is essential that they are periodically reviewed to capture any new events which may affect the delivery of our objectives.

As a guide, risks should be reviewed in management meetings using the following criteria:

Risk Type	Standard Review	Programmes, projects and partnerships
Red Threats	1-3 months	Monthly
Amber Threats	3 months	Monthly
Green Threats	6 months	Quarterly

Note: At least annually, each risk register should be reviewed in its entirety.

Chapter 4: Reporting risks

Reporting framework

It is essential that risk management is used as a tool to assist good management and to provide assurances to relevant officers and Members that adequate measures have been taken to manage risk.

Escalation of risks ensures that managers have a clearer picture on risks or potential issues facing service areas. This helps in the overall decision making process by allowing senior staff to allocate resources or review areas of concern.

Page 16 illustrates the reviewing and reporting framework to support this escalation and assurance process.

Role of Audit and Risk Management Committee

As set out in its formal terms of reference, the Audit and Risk Management Committee is responsible for monitoring and overseeing the City Corporation's risk management strategy and needs to be satisfied that the assurance framework properly reflects the risk environment. It is through this Committee that the Court of Common Council discharges its responsibility for obtaining assurance that those risks faced by the Corporation are being appropriately managed.

Role of Other Committees and Departments

It is the role of each Service Committee and Department to maintain and act on its own risks, working closely with the Risk and Assurance Manager if need be. The criteria for escalating risks should be agreed by the relevant Service Committee and Chief Officer.

The Audit and Risk Management Committee will concentrate on monitoring the Corporate Risks faced by the City Corporation, and the measures taken to control the risk. The Audit and Risk Management Committee will also seek assurance regarding the effective operation of this framework at Committee level.

Review and Reporting Framework

Risks will be escalated using a bottom up process depending on the risk score (i.e. Risk tolerance) and/or management recommendation.
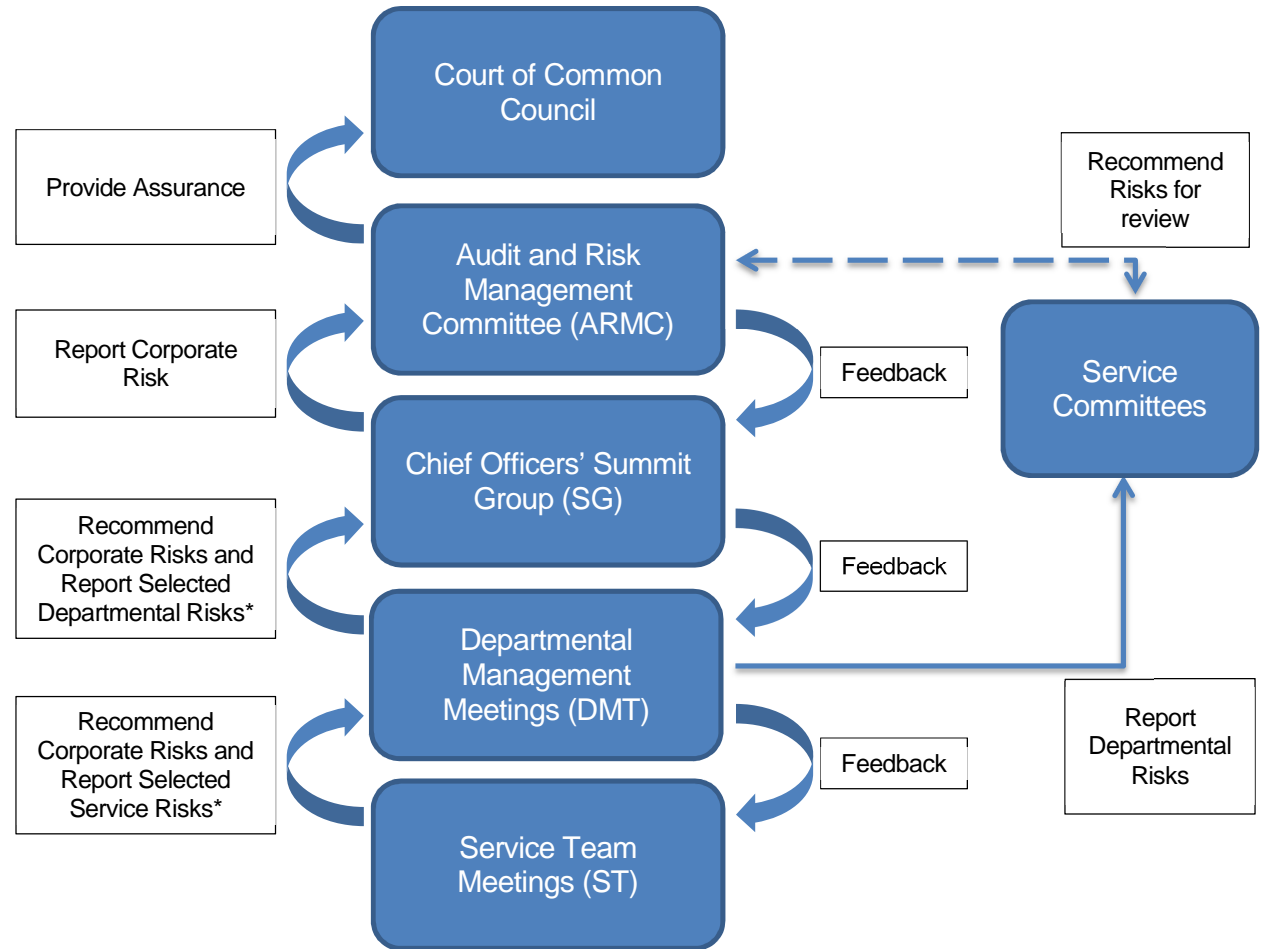
Corporate Reviews will be undertaken either every two or three months.

Departmental Reviews should be adapted to suit the structure of each respective department, although as minimum should be done Quarterly.

Annual review of all risks should be undertaken as a minimum.

Reporting Criteria		
Corporate reviews	**ARMC**	Oversee Corporate risks
	SG	Identify Corporate/Departmental risks and review all Departmental risks of score 24 or more.
Departmental Reviews	**DMT's**	Identify Corporate/Departmental risks and review all Service Teams risks of score 16 or more
	ST's	Identify Corporate/Departmental risks and review all Service risks of score 6 or more
	Team meetings /121's	Identify potential Corporate/Departmental risks and review all current risks

Court of Common Council

Provide Assurance

Audit and Risk Management Committee (ARMC)

Report Corporate Risk

Feedback

Service Committees

Recommend Risks for review

Chief Officers' Summit Group (SG)

Recommend Corporate Risks and Report Selected Departmental Risks*

Feedback

Departmental Management Meetings (DMT)

Recommend Corporate Risks and Report Selected Service Risks*

Feedback

Report Departmental Risks

Service Team Meetings (ST)

*exception basis

16

Risk Registers

Key risk registers are listed below along with their escalation criteria (based on risk score).

Corporate Risk Register	The Corporate Risk Register is used to highlight and assure Members that key risks are being effectively managed. These risks are extracted from various areas of the Corporation's risk system as directed by the Members and approved by the Town Clerk and Chief Officers (See Glossary for definition of Corporate Risk).
Top Risk Register	This register flows out from the Departmental risk registers and is challenged and moderated quarterly by the Chief Officer's Summit Group (SG). Risks which are escalated here are those with a risk score of 24 or more.
Departmental risk register	This register flows out from the Service risk registers and is challenged and moderated quarterly by the Departmental Management Teams (DMT's). Risks which are escalated here are those with a risk score of 16 and above.
Service risk register	This register flows out from the Service area/Team risk registers and is challenged and moderated quarterly by the Service Team Meetings (ST's). Risks which are escalated here are those with risk score of 6 and above.
Programme and Project risk registers	Where it is considered appropriate, major partnerships, programmes and projects will produce and maintain their own risk registers. Risk to the programme/project should be recorded within Project Vision and managed through the corporate Project framework.

Challenging environment

There is a strong support framework in the City Corporation to challenge risks and to provide assistance to departments. Below lists some of the key groups which assist with this:

Audit and Risk Management Committee	On a periodic cycle each Corporate risk and a nominated Departmental risk register is challenged by Members of the Audit and Risk Management Committee. These sessions allow Chief Officers to demonstrate how risks are being managed and allow Members to directly question any areas of interest.
Chief Officers' Summit Group	Each quarter the Chief Officers' Summit Group review all the top risks for the Corporation (of score 24 and above) and challenge and moderate as necessary. Corporate risks are escalated by the Departmental Management Teams and upon approval are escalated to the Audit and Risk Management Committee.
Departmental Risk Coordinators	The risk coordinators provide advice and guidance on the application of the Risk Management Strategy, working closely with the Risk and Assurance Manager. They are the first point of call for risk related matters for their department providing operational support. The Risk Coordinators meet as a group on a 6 monthly basis with representatives from the City of London Police, Internal Audit, Health and Safety, Contingency Planning, Corporate Performance & Business Development and Insurance.

Chapter 5: Strategic Improvement

This strategy is based on strengthening and improving the City's approach to risk management, enhancing its ability to deliver its corporate aims and objectives successfully. It is recognised that to significantly improve the risk management capability and the maturity of the Corporation will be a journey requiring continuous review and improvement activity.

The Risk Management Strategy will be regularly reviewed. Further activities to enhance existing arrangements will be identified by reviewing emerging best practice and assessing their suitability for implementation in the context of the aims, objectives and organisational culture of the Corporation. Once assessed and agreed, further improvement activities will be implemented through the risk management improvement plan.

Below lists some of the key activities/projects which will assist in delivering the strategy.

Project / Task	Brief summary	Target date / Frequency
Introduce a Risk Management Information System	To procure an online risk register tool ensuring consistency, transparency and a clear audit trail for risks and controls.	Aug 2014
Improve skill set and raise awareness of risk management	Create a suite of tools to raise awareness and assist officers in the management of risks.	Jan 2015
Review new framework	Review the risk maturity of the organisation on a yearly cycle.	Annual review
Introduce Opportunity Risk Management	Subject to the organisations risk maturity level, introduce the opportunity risk methodology and look to report opportunity risks.	Review in 2015/16

Glossary

Consistent understanding and application of language provides a sound basis for embedding risk management. To promote this consistency, the following key terms are defined:

Term	Definition
Cause	Definite events or sets of circumstances which exist in the department, programme/project, partnership or their environments, and which give rise to uncertainty. Causes themselves are not uncertain since they are facts or requirements.
Control Evaluation	A measure to determine how effective the controls are.
Control Owner	The person that has accountability for a particular task to control an aspect of the risk, either the Cause or the Effect. The role is accountable to the Risk Owner.
Controls	Measures taken to control the impact or likelihood of risks to an acceptable level.
Corporate risk	Strategic or Operational risks reported to the Audit and Risk Management Committee for assurance purposes. One or more of the following criteria must apply: ▪ The risk relates directly to one or more of the Strategic Aims or Key Policy Priorities. ▪ A risk that has significant impact on multiple operations if realised. ▪ There are concerns over the adequacy of departmental arrangements for managing a specific risk. Corporate risks can also be those requested by the Audit and Risk Management Committee specifically.
Current / Net risk	The re-assessed level of risk taking in to account the existing controls.
Effect	Unplanned variations from objectives, either positive or negative, which would arise as a result of risks occurring. Effects are contingent events, unplanned potential future variations which will not occur unless risks happen.
Operational Risk	Risks arising from or relating to the execution of day-to-day operations and service delivery.

Term	Definition
Original / Gross risk	The assessed level of risk on the basis that no mitigating controls are in place.
Risk	The effect of uncertainty on objectives.
Risk Management	The systematic application of policies, procedures and practices to the tasks of identification, evaluation, and mitigation of issues that threaten the achievement of defined objectives.
Risk Owner	The person that is accountable for the overall management of the risk, including bidding for resources to control the risk.
Strategic risk	Risks arising from or relating to long term departmental objectives.
Target risk	The level at which the risk will be deemed as acceptable.

Appendix 1 - Risk scoring

Risk scoring is purely subjective. Perceptions of a risk will vary amongst individuals and hence it is better to score the risk collectively than leave it to one person's judgement.

Definitions

1. **Original/Gross score**: the level of risk perceived before any mitigating actions/controls have been put in place.

2. **Current/Net score**: the level of risk currently perceived by the user/management, taking in-to account any controls.

3. **Target score**: the preferable score for the risk to be in order for it to be manageable, thinking in term of what resources are available, and the ability of the Corporation to directly manage the risk once external factors are considered.

Risk scoring method

Risks are scored in terms of likelihood and impact

→ Risk should be scored by first determining how likely it is to occur (**Likelihood**)

→ It should then be rated according to the worst case scenario if it should arise (**Impact**).

Likelihood scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

	Rare	**Unlikely**	**Possible**	**Likely**
	1	**2**	**3**	**4**
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Page 143

Impact scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

		Minor	Serious	Major	Extreme
		1	2	4	8
THREATS	Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
	Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
	Reputation	Isolated service user/stakeholder complaints contained within business unit/division	Adverse local media coverage/multiple service user/stakeholder complaints	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or Chief Officer.
	Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
	Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person.	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more persons
	Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective

Risk Matrix

The following chart shows the area the risk will fall in to dependant on its score, with red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact.

e.g. (*Likelihood of*) **4 x** (*Impact of*) **4 =** (*Risk Score of*) **16**

Impact scores increase by a factor of 2, thus having greater weighting in comparison to the Likelihood scores.

X	Impact			
	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likely (4)	4	8	16	32
Possible (3)	3	6	12	24
Unlikely (2)	2	4	8	16
Rare (1)	1	2	4	8

Likelihood (vertical axis label)

Figure 2: COL risk matrix

What the colours mean (as a guide):

- Red   -   Urgent action required to reduce rating
- Amber   -   Action required to maintain or reduce rating
- Green   -   Action required to maintain rating

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank