



## Open Spaces and City Gardens

**Date:** MONDAY, 2 FEBRUARY 2015  
**Time:** 2.30 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

**Enquiries:** **Natasha Dogra**  
Tel: 020 7332 1434  
[natasha.dogra@cityoflondon.gov.uk](mailto: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. **SCHEDULE OF VISITS 2015**  
Report of the Town Clerk  

**For Decision**  
(Pages 7 - 10)
6. **INFRASTRUCTURE BILL**  
Report of the Remembrancer  

**For Information**  
(Pages 11 - 14)
7. **BUSINESS PLAN: QUARTERLY PERFORMANCE UPDATE**  
Report of the Director of Open Spaces  

**For Information**  
(Pages 15 - 26)
8. **OPEN SPACES HEALTH & SAFETY AUDIT 2014**  
Report of the Director of Open Spaces  

**For Information**  
(Pages 27 - 56)
9. **CONSOLIDATED REVENUE AND CAPITAL BUDGETS - 2014/15 AND 2015/16**  
Joint report of the Chamberlain and the Director of Open Spaces.  

**For Information**  
(Pages 57 - 72)

## City Gardens

10. **SUPERINTENDENT'S UPDATE**

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

**For Information**

11. **BUNHILL FIELDS BURIAL GROUND DRAFT MANAGEMENT PLAN (2015 - 2020)**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 73 - 150)

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

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

### Part 2 - Non-Public Agenda

14. **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**

15. **NON-PUBLIC MINUTES**

To agree the minutes of the previous meeting.

**For Decision**  
(Pages 151 - 152)

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**

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**OPEN SPACES AND CITY GARDENS**  
**Tuesday, 9 December 2014**

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 9 December 2014 at 11.15 am

**Present**

**Members:**

Alderman Ian Luder (Chairman)  
Deputy Alex Deane (Deputy Chairman)  
Deputy Robert Howard  
Wendy Mead  
Jeremy Simons  
Deputy Michael Welbank  
Virginia Rounding  
Verderer Peter Adams (Ex-Officio Member)  
Graeme Smith

**In Attendance:**

Catherine Bickmore  
Tony Ghilchik

**Officers:**

Natasha Dogra	Town Clerk's Department
Sue Ireland	Director, Open Spaces
Martin Rodman	Superintendent, West Ham Park and City Gardens
Louisa Allen	Open Spaces Department
Alison Elam	Group Accountant, Chamberlain's Department
Lisa Russell	Department of the Built Environment
Edward Wood	Comptroller and City Solicitor's Department
Tony Halmos	Director, Public Relations
John Park	Public Relations Office

- 1. APOLOGIES**  
Apologies had been received from Alderman Gordon Haines and George Abrahams.
- 2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**  
There were no declarations of interest.
- 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 Director provided Members with an update drawing their attention to her recent meeting with the Minister for Parks, Steven Williams MP. The Director informed Members that the Member of Parliament had a number of interesting views for the future of parks, including the possibility of making park services a statutory requirement. Members were also informed that controlling Oak Processionary Moth had proved to be challenging this year. Officers hoped to be more successful in controlling the disease next year, as the funding from DEFRA was due to end next year.

## 5. **ANNUAL PUBLIC RELATIONS UPDATE**

Members were updated on Public Relations activities in support of the services for which the Open Spaces and City Gardens Committee was 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 included:

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

Members thanked Officers from the Public Relations department for their continuous hard work throughout the year. Members noted that Twitter feeds were a useful way to share information with the public regarding various projects taking place. Officers informed Members that the website was receiving an increasing number of hits, with the downloadable maps proving to be very helpful.

Resolved: That Members agreed to receive the report on Public Relations activities during the period October 2013 to November 2014 in support of the services for which the Committee is responsible.

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

Members were informed about 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 were added where appropriate. Members were asked to agree the final draft of the City of London Open Space Strategy and allow its adoption as a Supplementary Planning Document within the City of London Local Plan. Comments from the consultation have been summarised and collated.

Members noted that a number of green spaces owned by the City of London Corporation are in fact outside of the square mile. Therefore, Officers would need to ensure that they work in coalition with their colleagues in local authorities to ensure the emerging local plans of these boroughs took into account the importance of these green spaces.

Resolved: Members approved the final draft of the City of London Open Space Strategy Supplementary Planning Document for adoption and publication.

## 7. **REVENUE AND CAPITAL BUDGETS - 2014/15 AND 2015/16**

Members were updated on the latest approved revenue budget for 2014/15 and were asked for approval of a provisional revenue budget for 2015/16, for subsequent submission to the Finance Committee. The budgets were prepared within the resources allocated to the Director.

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

In response to a query regarding the on-street parking reserve Members noted that with many new schemes came the ability to apply for funding to cover establishment costs, formerly for five, now twenty years. As there were a number of these schemes open at any one time, funded from different sources, Officers apply to the Chamberlain in arrears for establishment costs expended during the year. The sum applied for varies slightly from year to year as older schemes drop off and new ones are taken on board. It was not possible to show a projected figure for future years as this funding does not appear as expected income in my local risk budget, but was instead adjusted by the Chamberlain at outturn.

### **Resolved:**

- Members reviewed the provisional 2015/16 revenue budget to ensure that it reflected the Committee's objectives and, approved the budget for submission to the Finance Committee;
- Members approved the draft Capital Budget;
- Members authorised the Chamberlain, in consultation with the Director of Open Spaces, to revise the budgets allowing for any further implications that would arise from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Members agreed that works over £50,000 would need to be considered by the Committee;
- Members agreed that 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 will be 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 approval of alternative proposal(s)

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

Members noted the departmental performance at the end of the second quarter of financial year 2014/15. Members were updated on details of progress made delivering key projects and achievements against Key Performance Indicators (KPIs) and changes to key risks during the first half of the financial year.

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

Resolved: Members approved the information received.

9. **RISK MANAGEMENT STRATEGY**

Members noted the new Risk Management Strategy which was approved by the Audit and Risk Management Committee on 13 May 2014. All committees were provided information about the new Risk Management Strategy and progress on its implementation. This report covered 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 included 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.

Resolved: Members noted the new Risk Management Strategy and plans for the phased roll-out of the strategy within departments and City of London Institutions.

10. **SUPERINTENDENT'S UPDATE**

The Superintendent provided Members with the following update:

**Finance**

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

**Staff**

A full complement of staff is in place.

**Projects and winter works programme**

The team have been undertaking a comprehensive winter works programme. As follows:

*St Andrew's Holborn*

Both parts of the garden have been redesigned, funded through S106 and funds raised by the church. The City Gardens team have undertaken the soft landscaping which has included; the planting of 4,000 flowering shrubs and herbaceous plants, 2 small lawn areas, a tree and hedging. The latter will be planted by the end of March 2015. A celebration opening event is planned for the spring organised by the church.



*The City of London Boy's School*

The frontage of the school has undergone a transformation in line with the Riverside Walk Way strategy and in consultation with the school. Seven trees, 4,000 seasonal flowering shrubs and herbaceous plants have been planted.

*St Olave* churchyard has also been re landscaped, the planting will be undertaken in the spring including a herb garden in acknowledgement of William and Peter Turner (father and son) both notable 16<sup>th</sup> and early 17<sup>th</sup> Century physicians and naturalists.

During November the team have planted seven additional trees, four Acers in Sun Street, three Acers in Silk Street and a further four to be planted in the coming months to replace failing trees.

**Britain in Bloom** - Officers attended the finalists RHS Britain in Bloom event on the 16<sup>th</sup> October, held in Bristol. The City of London won Gold in the Champions of Champions category.

**City in Bloom Campaign celebrations** - On the 27<sup>th</sup> October awards were handed out to 17 category winners, the full list is published on the City of London, City Gardens website. 130 guests attended the event held in Middle Temple Hall including residents, schools and businesses. The event was funded through sponsorship and organised by the Friends of City Gardens.

**Events and activities** - Christmas Tree Lighting ceremony took place on the 4<sup>th</sup> December attended by the Lord Mayor, sheriffs and consorts. Guests were entertained by the St Paul's Cathedral Choir school, Bread Street Choir. The Chairman noted that the event clashed with a number of meetings and asked the Town Clerk to consult Members of the Committee when setting the date for 2015.

Over the course of two weekends in November, Barbican residents assisted the City Gardens team plant 26,000 bulbs and 500 primroses in the Barbican grounds for on-going naturalised displays in the spring months.

Also during November, volunteers from the Friends of City Gardens undertook two days of gardening activities in Christchurch Greyfriars, lifting and dividing herbaceous plants, this was followed by the planting of 2,000 bulbs by adults with learning disabilities taking part in a horticultural training programme based in Bromley.

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

There were no questions.

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

There was no urgent business.

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.

14. **NON-PUBLIC MINUTES**

Resolved: That the minutes of the previous meeting be agreed as an accurate record.

15. **FINSBURY CIRCUS GARDEN - REINSTATEMENT UPDATE**

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 12.20 pm**

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Chairman

**Contact Officer: Natasha Dogra**  
**natasha.dogra@cityoflondon.gov.uk**

# Agenda Item 5

<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces and City Gardens Committee	2 February 2015
West Ham Park Committee	2 February 2015
<b>Subject:</b> Schedule of Visits 2015	<b>Public</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>
<b>Summary</b>	
<p>A proposed schedule of visits to the City of London's open spaces has been drawn up following consultation with Officers. Members are invited to comment upon and agree the proposed schedule for 2015.</p>	
<b>Recommendations</b>	
That Members:	
<ul style="list-style-type: none"><li>• agree the Schedule of Visits 2015 as set out in the appendix.</li></ul>	

## Main Report

### Background

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

### Current Position

3. Each Annual Schedule is based upon that of the preceding year. Each schedule assumes that Members are content to undertake weekday visits to all sites, except for those on the Epping Forest & Commons Committee who have traditionally held their visits on Saturday mornings.

4. Members of the Open Spaces and City Gardens Committee have the option of attending all of the Grand Committee visits, given that Committee has strategic oversight of the Open Spaces Directorate as a whole.
5. Whilst the Town Clerk will organise transport to and from each site visit, Members are asked to acknowledge that in some cases public transport will be the more appropriate option.

### **Implications**

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

### **Conclusion**

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

### **Appendices**

- Appendix 1 – Schedule of Visits 2015

### **Natasha Dogra**

Committee and Member Services Officer

T: 020 7332 1434

E: [Natasha.Dogra@cityoflondon.gov.uk](mailto:Natasha.Dogra@cityoflondon.gov.uk)

## Open Spaces Schedule of Visits 2015

<b>Committee</b>	<b>Open Spaces and City Gardens</b>	<b>West Ham Park</b>	<b>Hampstead Heath, Highgate Wood and Queen's Park</b>	<b>Epping Forest and Commons</b>
<b>Date</b>			Dates to be confirmed.	7 <sup>th</sup> March (Epping Forest)
				9 <sup>th</sup> May (Epping Forest)
			29 <sup>th</sup> May	30 <sup>th</sup> June (LM Visit Dorneywood)
				26 <sup>th</sup> June (Epping Forest Ladies Day)
				20 <sup>th</sup> June (City Commons)
	20 <sup>th</sup> June			12 <sup>th</sup> September (Burnham Beeches)
				5 <sup>th</sup> September (Epping Forest)
			7 <sup>th</sup> November (Epping Forest)	
<b>Attendees</b>	<b>OSCG Members</b>	<b>OSCG/WHP Members</b>	<b>HHHWQP Members/OSCG Members</b>	<b>EFC Members/OSCG Members</b>

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<b>Committee:</b>	<b>Date:</b>
Open Spaces	2 <sup>nd</sup> February 2015
West Ham Park	2 <sup>nd</sup> February 2015
Epping Forest and Commons	9 <sup>th</sup> March 2015
Hampstead Heath, Highgate Wood and Queen's Park	23 <sup>rd</sup> March 2015
<b>Subject:</b> Infrastructure Bill	<b>Public</b>
<b>Report of:</b> Remembrancer	<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>This report advises the Committee of the relevant provisions of the Infrastructure Bill, currently before Parliament, which will introduce a new regime to facilitate the control of non-native invasive species. Under this regime, Government bodies will be able to enter into voluntary agreements with landowners, setting out what measures are to be taken in order to eradicate or control an invasive species. Where the voluntary process is unsuccessful, it will be possible to make binding orders requiring the landowner to take action or to pay the costs of doing so.</p> <p><b>Recommendation:</b></p> <p>It is recommended that the Committee receive this report.</p>	

## **Main Report**

1. The Infrastructure Bill was presented to Parliament last summer and is expected to be enacted this spring. Among other measures, the Bill will introduce a new regime to facilitate the control of non-native invasive species. The regime may be invoked in relation to any non-native species of flora or fauna which is liable to have a significant adverse effect on the environment. It is of potential application to the City Corporation's open spaces.
2. Under the new provisions, the Secretary of State, Natural England, the Forestry Commission and the Environment Agency will each be empowered to enter into voluntary "species control agreements" with landowners. Such agreements will set out what measures are to be taken to eradicate or control a non-native invasive species, who is to carry them out, and who is to pay for them.

3. Where a species control agreement is rejected or not complied with by the landowner, or in urgent cases, the bodies referred to in paragraph 2 above will be able to take remedial action in the form of a “species control order.” Such an order will either require the landowner to take specified measures to eradicate or control an invasive species, or enable the authority concerned to carry out those measures itself and to recover the costs of doing so from the landowner. There will be a right of appeal to a Tribunal against a species control order. The Government has indicated that it expects this power to be invoked only rarely.
4. The Director of Open Spaces has been consulted during the preparation of this report and commented as follows on the operational implications of the new legislation:

“Across the Open Spaces a range of non-native invasive species occur, more often in small areas but occasionally over a significant part of the open space. The main invasive species which we have to manage include:

- a. Himalayan Balsam (*Impatiens glandulifera*) – a fast-growing annual, spread by seed, related to the Busy Lizzie but capable of growing to head height. It was introduced to the United Kingdom in 1839 and is especially a problem on riverbanks and areas adjacent to human habitation.
- b. Swamp Stonecrop (*Crassula helmsii*) – related to the Jade plant, *Crassula ovata*, this is an aquatic or semi-terrestrial species which grows on the margins of ponds. However, it can often completely carpet the surface.
- c. Japanese Knotweed (*Fallopia japonica*) – a large, herbaceous perennial plant with a very invasive root system and an ability to damage structures and buildings.
- d. Giant Hogweed (*Heracleum mantegazzianum*) – this plant can grow to 20ft in height and contains a toxic sap.

“The approach to managing these varies depending on the site, its location with respect to other plants, public access, and site designation. At most sites, we are already undertaking control measures, so it may be the case that government agencies would choose to work with us rather than implement formal agreements.”



**Recommendation:**

5. It is recommended that the Committee receive this report.

**Contact:**

Sam Cook,  
Assistant Parliamentary Affairs Counsel, Remembrancer's Office,  
020 7332 3045,  
[sam.cook@cityoflondon.gov.uk](mailto:sam.cook@cityoflondon.gov.uk).

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<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
Open Spaces and City Gardens Committee	2 February 2015	
<b>Subject:</b> Business Plan: Quarterly Performance Update	<b>Public</b>	
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>	
<b><u>Summary</u></b>		
<p>This report summarises departmental performance at the end of the third 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 third quarter of the financial year.</p>		
<b>Recommendation</b>		
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 third quarter 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 was granted by the London Borough of Camden Development Control Committee on the 15th January 2015. This project had slipped as a result of a delay in appointing an independent Panel Engineer Reviewer, which the London Borough of Camden determined was required. In December, the outcome of the Judicial Review decision was received, the Heath and Hampstead Society's (the Society) claim was dismissed by the Honourable Justice Lang and the Society decided not to appeal. Regular stakeholder meetings have continued, although the format of the stakeholder group will change when works commence. The Education Programme has been developed and an

Education Officer has been establishing the project programme and developing the sessions in conjunction with local schools.

4. Progress has also been made on the Highams Park Dam Project. Lake desilting was completed in December 2014 with removal of 5000m<sup>3</sup> of silt. The reinforced concrete works for the floodwall are complete with the brick cladding almost complete. The drawdown structure is currently under construction with the reinforced concrete works for the inlet and outlet structure installed. The Supervising Engineer visited the works in November 2014 and expressed no new concerns. We have received considerable public support, with the desilting and associated lakeside vegetation management works much appreciated by Park users. Project completion is on target for March 2015.
5. Details of progress on achievement of actions for all departmental projects are shown in the tables below.

**a. Hampstead Heath Ponds Project**

<b>Actions/Milestones</b>	April 2014 – June 2014 Facilitation of ground investigations <b>Achieved</b>
	April 2014 – March 2015 regular stakeholder meetings and communications <b>Achieved</b>
	January 2015 – March 2015 Mobilisation phase On-target to achieve, planning permission granted on 15 January 2015. <b>In Progress</b>
	March 2015 Scoping documents designed for management and maintenance plans. <b>In Progress</b>
	March 2015 Education programme developed. <b>In Progress</b>

**b. Delivering Savings**

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

**c. Epping Forest Management Plan**

<b>Actions/Milestones</b>	December 2014 – Initiation of the consultation on the management plan <b>Delayed</b> . Consultation draft in preparation.
	March 2015 – Completion of consultation stage <b>Delayed</b> . New start date May 2015.

**d. Highams Park Dam Project**

<b>Actions/Milestones</b>	March 2015 – Completion of community engagement programme during works at the site. <b>In Progress</b>
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**e. Shoot Project**

<b>Actions/Milestones</b>	April 2014 – Gateway 3/4 approval <b>Achieved</b>
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	June 2014-September 2014 – Planning application <b>Achieved</b>
	September 2014 – Gateway 5 approval delayed in order to comply with planning permission conditions and resulting procurement requirements.
	December 2014 – initiation of ground water monitoring <b>Achieved</b>
	January 2015 – March 2015 – initiation of works delayed due to March 2015 – April 2015, due to additional planning and procurement requirements. <b>Delayed</b>

#### f. City Churchyards management arrangements

<b>Actions/Milestones</b>	March 2015 – Completion of review. <b>Achieved</b>
	December 2015 – Further negotiations required to formalise arrangements and to prepare a draft document for consultation. <b>In Progress</b>

#### g. Queen’s Park playground modernisation

<b>Actions/Milestones</b>	September 2014 – Initiation of Phase 3 including fundraising activities. <b>In Progress</b>
	March 2015 – Commencement of the installation. <b>In Progress</b>

#### h. Kenley Revival Project

<b>Actions/Milestones</b>	June 2014 - Develop Activity Plan <b>Achieved</b> . Further work required following HLF feedback. Amended deadline May 2015. <b>In Progress</b>
	September 2014 - Develop Conservation Plan <b>Achieved</b> Further work required following HLF feedback. Amended deadline May 2015. <b>In Progress</b>
	December 2014 - Develop Management and Maintenance plan – Physical and Digital – Amended deadline May 2015 <b>In Progress</b>
	December 2014 -Develop Learning Plan. Amended deadline May 2015. <b>In Progress</b>
	December 2014 - Submit stage two HLF bid, delayed to June 2015. <b>In Progress</b>

#### i. West Ham Park Nursery feasibility study

<b>Actions/Milestones</b>	March 2015 – Completion of assessment and medium/long term plans for the nursery produced. Consultant appointed. <b>In Progress</b>
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#### j. West Ham Park Café feasibility study

<b>Actions/Milestones</b>	September 2014 – Completion of initial scoping, including discussion with City Surveyors. <b>Achieved</b>
	April 2015 – Development of project plan. <b>In Progress</b>

#### k. City Commons and Burnham Beeches management arrangements

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

#### **I. Grazing project**

<b>Actions/Milestones</b>	September 2014 – Full completion of over-wintering facilities at Great Gregories (Epping Forest). Completion date 28/02/2015. Built structures complete and concrete bund and pads under construction. <b>In Progress</b>
	December 2014 – installation of hard and invisible fencing at the grazing zone (Epping Forest and Burnham Beeches). At Epping forest, two of the nine circuits are complete and the other seven require concrete pads for generators. <b>In Progress</b>  Project timescale at Burnham Beeches extended to reflect technical developments.
	March 2014 – Completion of full year of free range grazing (Epping Forest). Not achieved due to fencing installation delays but will be achieved for 2015. <b>Delayed</b>

#### **m. Introduction of Land Management Category Board**

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

#### **n. Roll out of the Open Spaces visual identity**

<b>Actions/Milestones</b>	April 2014 – Presentation of identity 'tool-kits' to staff <b>Achieved</b>
	September 2014 – Completion of initial training of staff in use of the toolkits <b>Achieved</b>
	March 2015 – Completion of roll out for all annually renewed publications and publicity materials. <b>In Progress</b>

## 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.
8. 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 June.
9. 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. Auditing the data from Burnham Beeches and Stoke Common identified an error in the report presented at the last quarter. The satisfaction rate is 91% (not 97% as previously advised). The cemetery and crematorium will complete their survey in the fourth quarter.
10. KPI 3 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.
11. KPI 4 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**

12. The Risk Register agreed as part of the Business Plan is reviewed quarterly and individual risks are discussed at Senior Management Team meetings.
13. 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.
14. All departmental budgets are forecast to be within budget by the end of the financial year.

## **Conclusion**

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

## **Contact:**

Martin Falder  
Project and Support Officer  
020 7332 3514  
[martin.falder@cityoflondon.gov.uk](mailto:martin.falder@cityoflondon.gov.uk)



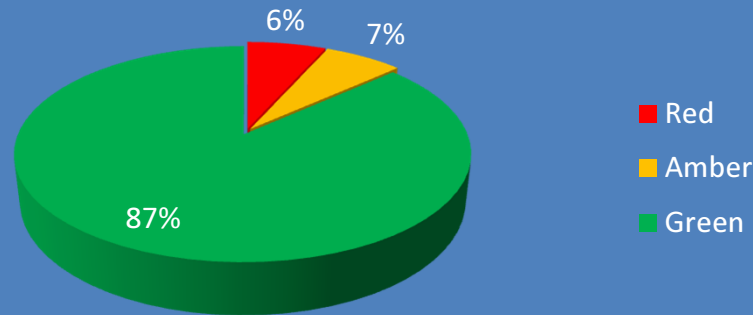
# Appendix 1: Quarterly Key Performance Indicator Report

## KPI 3 Finance Management

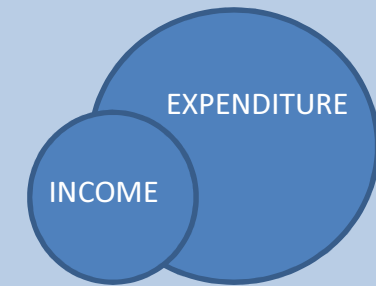
### KPI 1 Conservation

Current Management Plan in place

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

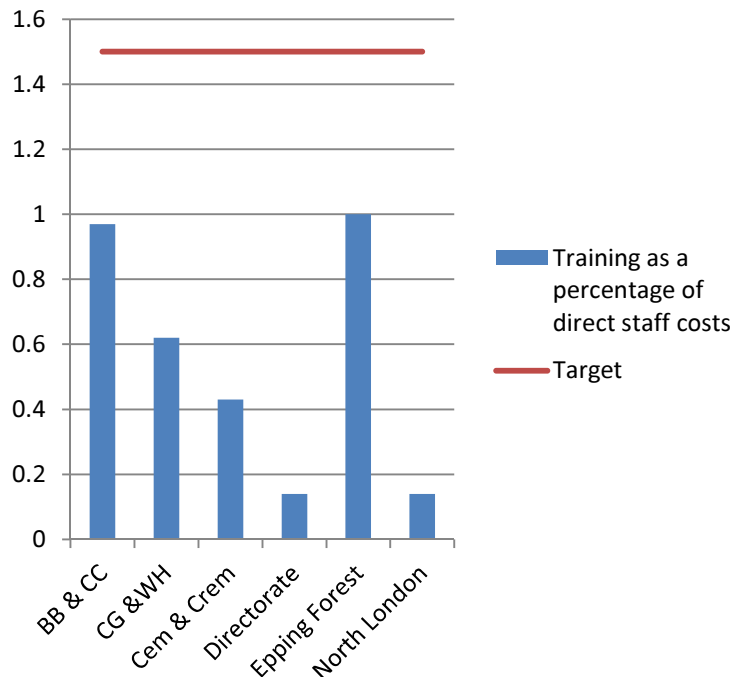


Income is measured as a percentage of local expenditure.



### KPI 4 People Management

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



### KPI 2 Customer Satisfaction

Division	Survey completed	Satisfaction (good+)
BB & SC	Completed	91%
City Commons	Completed	94%
Cem & Crem	In progress	
City Gardens	Completed	90%
West Ham	Completed	97%
Epping Forest	Completed	62%
North London	Completed	98%

Site	Q1 %	Q2 %	Q3 %	Q4 %
Stoke Common	28	80	89	
Burnham Beeches	24	32	38	
West Wickham	16	12	16	
Ashtead	13	8	8	
West Ham Park	21	19	20	
Nursery	63	36	109	
City Gardens	18	15	20	
Hampstead Heath	21	26	23	
Queens Park	23	16	22	
Highgate Wood	15	14	15	
Epping Forest	24	25	28	
Chingford	98	117	114	
Woodredon	176	176	189	
Wanstead	42	51	43	
Cemetery and Crematorium	166	164	170	
DEPARTMENT AL	46	53	49	

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Appendix 2 - Departmental Risk Tracker	Owned By	Director of Open Spaces	Version	Q3 2014/15
	Administered By	Departmental Business Manager	Date	9th January 2015

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 <b>failure of health and safety procedures</b>	4	5	Director of Open Spaces	<ul style="list-style-type: none"> <li>• Health and Safety Departmental Policy</li> <li>• Departmental and site specific policies</li> <li>• Risk assessments and safe systems of work</li> <li>• Ongoing programme of staff training in Health and Safety</li> <li>• Departmental audit system and departmental working group to ensure policies and procedures are understood and implemented</li> <li>• Monitoring of incidents/accidents data and follow up corrective actions</li> <li>• Tree Safety Policy implemented Autumn 2014</li> </ul>	2	4	A ↔	<ul style="list-style-type: none"> <li>• Ongoing annual audits and completion of follow up actions, monitored by the departmental technical manager;</li> <li>• Ongoing monitoring of incidents/accidents data;</li> <li>• Development and agreement of further policies (Departmental health and safety plan implemented September 2014, to be reviewed in 2015)</li> <li>• Quarterly meeting of departmental H&amp;S group to share best practice</li> <li>• Supporting the trial of new health and safety accident reporting system at City Gardens and Epping Forest</li> </ul>	A
2	<b>Extreme weather</b> 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 Environment Agency; Monitoring of meteorological reports, preventative engineering works (Ponds Projects)	A

3	<b>Financial failure</b> through failure to deliver service to budget; failure to deliver SBR savings and/or failure to develop income streams to targets	5	3	Superintendents	<ul style="list-style-type: none"> <li>• Monthly monitoring of income at all sites; annual review of all fees and charges</li> <li>• Project boards for SBR projects set up to deliver progress</li> </ul>	3	3	A ↔	Monitoring by Project Boards of SBR projects; development of new income streams	A
4	<b>Deterioration of buildings</b> 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 strategy to rationalise operational buildings across open spaces. City Surveyor to develop improvements to service delivery of corporate building repairs and maintenance contract.	A
5	Impact on landscape management of outbreak of <b>animal, plant or tree disease</b> 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, in particular Oak Processionary Moth and Ash die-back.	G
6	Impact of <b>anti-social behaviour</b> at sites incurring increased risks to visitors/staff, 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	<b>Housing and highways development</b> 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	<b>Fly-tipping</b> , 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 litter picking team at Epping Forest	G
9	<b>Project management failure</b> 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	<b>Failure to recruit and retain staff with required skills</b>	4	2	Superintendents	<ul style="list-style-type: none"> <li>• Departmental training plan agreed; investment in ongoing training.</li> <li>• IIP reviews.</li> </ul>	4	2	A ↑	Outcome of IIP first review received December 2014. Corporate and departmental improvements under review.	A
11	<b>Risk of theft</b> 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

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<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces & City Gardens	2 February 2015
<b>Subject:</b>	<b>Public</b>
Open Spaces Health & Safety Audit 2014	
<b>Report of:</b>	<b>For Information</b>
Director of Open Spaces	
<b>Summary</b>	
<p>The annual Open Spaces audit of Health and Safety (H&amp;S) across the Department was carried out in the second half of 2014 and a new corporate H&amp;S audit was introduced which sampled H&amp;S in the City Gardens and Ashted Commons sections. These found much good safety practice evident throughout the Department and Action Plans are in place to address any issues which arose.</p>	
<b>Recommendation</b>	
Members are asked to:	
<ul style="list-style-type: none"> <li>• Receive this report.</li> </ul>	

## Main Report

### Background

1. A H&S audit is carried out across the Open Spaces Department annually to monitor arrangements under twelve H&S indicators which are described in Appendix 1. The twin aims of the process are to provide assurance as to the effectiveness of our management of H&S and support managers in carrying out their H&S roles.
2. The audit consists of lead H&S managers carrying out divisional self-assessments each year followed by validation visits to half the divisions in alternate years by staff from other divisions.
3. During the summer and autumn of 2014 self-assessments were carried out across the Department. West Ham Park, the Cemetery & Crematorium, City Commons and Burnham Beeches were then selected to have their self-assessments validated through site visits to look at management practices, procedures and the safety culture on the ground against the twelve H&S indicators.
4. As an innovation during 2014, the H&S Team within the Town Clerk's Department carried out an audit which followed on from a review of the corporate H&S Management System in 2013. This audit was carried out over a sample of departments, including Open Spaces, comprising interviews with the Director and senior management and the assessment of two sections, City Gardens and Ashted Common.

5. This report is a summary of points which arose through both audit processes and more generally reports significant developments in H&S management across the Department in 2014.

#### **Findings of the Open Spaces Departmental Audit 2014**

6. The self-assessments were completed to a good standard and were found to present an open and honest reflection of H&S in the divisions. As in previous years the assessments reflected the diversity of the sites and the range of activities taking place.
7. The system we have developed for H&S auditing in Open Spaces has been largely adopted across the Corporation and this year the validation team at West Ham Park were joined by a member of staff from Markets and Consumer Protection to gain experience of the process.
8. Management changes were found to be having an impact on consistency and improvements in H&S in some divisions. This was noted following the amalgamation of Burnham Beeches & Stoke Common with the City Commons division. Staff were very positive about these changes and constructively engaged, however this work is still in progress and much change is expected regarding the bringing together of systems in 2015. At West Ham Park and Epping Forest the absence of key managers has also had an impact on progressing some H&S improvements.
9. The concerns identified in the divisions varied greatly and were often of a very local nature but they broadly reflected issues already identified through the departmental Top X system, the accident reporting and investigation system and issues raised at the quarterly Departmental H&S Improvement Group. These included: managing contractors; issues around the maintenance of equipment; working with the public/lone working; musculo-skeletal issues; premises fire risk assessments; noise and vibration; and risk assessments for the use of chemicals.
10. It was noted that considerable work has been done on most of these issues both locally and corporately and improvement plans are in place at each division to continue this work.
11. An example of this is the work done across the Department to address issues related to the use of computers. All of the computer users at Hampstead Heath, Queen's Park and Highgate Wood were brought into the corporate assessment system and reviewed in 2014. Musculo-skeletal cases associated with computer use have been falling as individual issues are addressed. There are currently 157 people who use computers regularly as part of their work in the Department. Of these, the number with work station related issues fell from 31 to 5 in the last year.
12. At City Commons fly tipping was raised as a H&S issue, particularly where there is a risk of exposure to asbestos. The need for training to help staff identify the risk of asbestos and procedures concerning fly tipped asbestos, has been identified and will be followed up through the divisional training plan. Part of this will involve learning from other Divisions where procedures have been developed to tackle similar issues.



13. Good induction of staff was noted across the department.
14. Fire risk assessments are in place in all Divisions. At Epping Forest fire risk assessments are reviewed by the Technical Officer annually but in some Divisions they have been identified for review. In 2014 the corporate Fire Safety Advisor carried out a review of fire safety at City Commons and Epping Forest and noted a number of improvements needed. Most of the actions have been completed or passed for action via the City Surveyor's Department.

### **Findings of the Corporate Audit of Open Spaces**

15. The objectives of the Corporate H&S Audit are to identify any gaps in the safety management systems and to put forward recommendations as necessary to safeguard colleagues, contractors, members of the public and the organisation. The audit sought to identify strengths and areas of good practice, to help ensure they remain embedded and develop further. This was a sampling audit and the Corporate H&S Team chose to review City Gardens and Ashted Common. The Audit was based upon Indicators 1 and 2 of the 12 Indicators detailed in Appendix 1, in line with the sampling audits conducted in other departments by the Corporate Health and Safety Team. The divisions were revisited a few months following the audit to establish whether or not the issues had been progressed and to offer further assistance in meeting recommendations.
16. Members should be reassured that the Corporate audit found good consistency between the previous Open Spaces self-assessments and validation audits completed for City Gardens and Ashted Common.
17. Significant progress was made through this audit and support process, particularly in the City Gardens section where all chemical risk assessments were redone and new procedures were put in place to safeguard staff regularly working on their own, for example at weekends. A dedicated lone working monitoring system called Skyguard was purchased whereby vulnerable staff wear a monitored tracking device which provides an escalating response in line with the nature of the situation the staff find themselves in. Staff have responded very favourably to using the new monitoring system.

### **Other H&S developments in the Open Spaces Department in 2014**

18. A new Departmental H&S Plan was put in place this year. This follows on from the corporate review of H&S in 2013 and the new City of London H&S Policy and guidance which developed following that review. Our new H&S Plan clarifies responsibilities and brings together guidance within the Department. It is attached to this report as Appendix 3.

### **Corporate & Strategic Implications**

19. The Open Spaces Audit fulfils the Annual Certificate of Assurance to the Town Clerk for Health and Safety in the Open Spaces Department, required under the City of London Corporation H&S Policy.

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

## **Conclusion**

22. There is a high level of commitment to good H&S leadership and practice in the Department and whilst there is much good practice, Action Plans are in place across the Department to address issues raised during 2014, whilst ensuring a balance between taking the precautions required and providing accessible and enjoyable open spaces.
23. The Open Spaces annual audit helps deliver the Department’s H&S policy and plan whilst supporting managers and staff in maintaining a positive safety culture in the Department.

## **Appendices**

- Appendix 1 - Open Spaces H&S Indicators
- Appendix 2 - Findings of Corporate H&S Audit for Open Spaces in 2014
- Appendix 3 – Open Spaces H&S Plan

### **Patrick Hegarty**

Technical Manager, Open Spaces Department

T: 020 7332 3516

E: [patrick.hegarty@cityoflondon.gov.uk](mailto:patrick.hegarty@cityoflondon.gov.uk)

## Appendix 1 – Open Spaces H&S Indicators

### The Open Spaces H&S Audit Indicators

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

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

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

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

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

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

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

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

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

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

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

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

**Ashtead Common**

**Areas of good practice noted include:**

- High level of personal commitment and Leadership shown by the Chief Officer which in turn drives behaviour. Chief Officer “walks floor” of all sites once a year and is open to any areas, concerns and challenges from staff
- Well developed peer auditing systems and challenge groups in operation
- There is a high level of commitment to health and safety from staff at Ashtead Common all levels, with managers (Head Rangers) within the City Commons & Burnham Beeches Division leading by example.
- Structured briefing sessions are used for all volunteers. These are tasked based briefings, incorporating hazards/risk assessment with an opportunity for feedback. Records are maintained.
- There is a proactive and collaborative approach to health and safety at Ashtead common, which includes local inspection and monitoring regimes.
- Managers and staff have generally been provided with appropriate health and safety training and this is embedded within the PDR process.

**Areas for further development / where further assurance may be required:**

- Suitable and sufficient Control of Substances Hazardous to Health (COSHH) risk assessments are required along with COSHH risk assessment training for relevant managers/supervisors.
- Continue with good practice, ensuring that any new local arrangements are consistent across both City Commons and Burnham Beeches and that any further opportunities for sharing best practices are exploited e.g. function / arrangements for safety committees.
- Many of the general risk assessments are quite generic and sometimes repetitive, so that controls may not always be suitably developed and prioritised. In addition to COSHH assessments, specific (and detailed) assessments may be required e.g. noise and manual handling.
- Further assurance around noise and vibration testing may be required.

**City Gardens**

**Areas of good practice noted include:**

- There is a high level of commitment to health and safety from staff at City Gardens all levels, with managers leading by example.
- City Gardens, as part of Open Spaces have robust internal (safety) auditing procedures in place including peer review audits which have been driving improvements. There is also good evidence of learning from incidents, which is used to improve control.
- Toolbox talks are used to enhance consultation and communication with staff on safety critical matters/procedures. It was reported that approximately half of all staff have English as their second language.
- There is a focus on risk priorities and management including work at height and unsafe memorials.

**Areas for further development / where further assurance may be required:**

- Suitable and sufficient Control of Substances Hazardous to Health (COSHH) risk assessments are required along with COSHH risk assessment training for relevant managers/supervisors.
- A local health and safety committee incorporating City Gardens has been agreed for initiation during 2014; this is not yet in place.
- Many of the general risk assessments are too generic and repetitive, so that controls may not always be suitable developed and prioritised. In addition to COSHH assessments, specific (and detailed) assessments may be required for activities, including where significant manual handling operations are undertaken.

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# City of London Corporation



## Departmental Health and Safety Plan

### Open Spaces

V1.0 - 2014

Rel Date	Rev	Author	Notes
25 June 2014	1.0	P Hegarty	Initial document

## Open Spaces Department Health and Safety Plan

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# Open Spaces Department HEALTH AND SAFETY POLICY STATEMENT

*Safety isn't separate from our business. It's central to everything we do. Each and every one of us must put safety at the heart of what we do in delivering our excellent services. If we do this together we can all keep the Open Spaces working safely, for our visitors and our workforce.*

**Putting safety at the centre of everything does not mean placing obstacles in the way of progress; it's more about the behaviour displayed by our staff in discharging their responsibilities.**

## Being open and honest

We all have a duty to report and share information. It's not just accidents and emergencies that need to be recorded, but also those close calls or near misses. Getting that feedback means we will learn and hopefully prevent any accidents and let us get better at what we do.

Let's understand what went wrong, why it went wrong, and how we can make improvements.

## Working with others

Although I maintain ultimate responsibility, I have delegated duties to the Superintendents to ensure that they have their own Divisional H&S procedures and policies bespoke and risk profiled to their services, which detail their commitment and arrangements as necessary, identify specific targets and provide a measure of monitoring to gauge their performance.

Safety isn't just a personal responsibility, our managers, our health and safety coordinators, the trade unions and external partners such as contractors, suppliers and volunteers, all have a critical role in delivering safety.

## Embracing safety

It can be easy for people to see safety as getting in the way and slowing us down. The truth is that working safely improves productivity, efficiency and can often deliver substantial savings. This alone should align our business objectives to

ensure safety is used to drive and deliver savings and preventing waste.

## Communicating clearly

As a unique and complex organisation we need to make sure that people understand what they need to do to stay safe, and so, our processes, safe systems of work and basic rules are much more likely to be remembered and adhered to if they are presented in a clear and uncomplicated way.

## Trust your instincts

If something doesn't feel safe, the chances are it's not. So, don't do it, stop the job and speak up. If you see others doing something that feels risky, stop them and report it. Short cuts are often when accidents happen. So don't take them.

I don't believe in a blame culture within the Open Spaces Department. I do believe, however, in a just culture and that only by working as a team, with people taking responsibility, pride and acting professionally in their roles, to ensure they work safely, will we be able to foster a positive safety culture across the Open Spaces Department

Signed:

**Sue Ireland**  
Director of Open Spaces

## Departmental Statement of Intent

As the Director of the Open Spaces Department I recognise and accept my responsibility for ensuring the health and safety of everyone who may be affected by the work environment and activities of the Department. This includes the safety of employees, volunteers, contractors, local residents and visitors to our Open Spaces.

I am committed to the provision and maintenance of safe and healthy working conditions, equipment and systems of work, and to the provision of such information, training and supervision as needed for this purpose.

Effective management of health and safety at work is reliant on all the people involved. Whilst good communication and representation are essential, it is the responsibility of all staff to participate in the creation of a safety culture in the Department.

The allocation of duties and responsibilities for safety matters and the particular arrangements which we make to implement the policy and plan are set out in this plan.

The plan will be kept up to date, particularly in light of any significant changes. To ensure this, the plan and the way in which it is operated will be reviewed as necessary, and at least on an annual basis.



Sue Ireland  
Director of Open Spaces

### INTRODUCTION

This document sets out the framework for managing health and safety within the department.

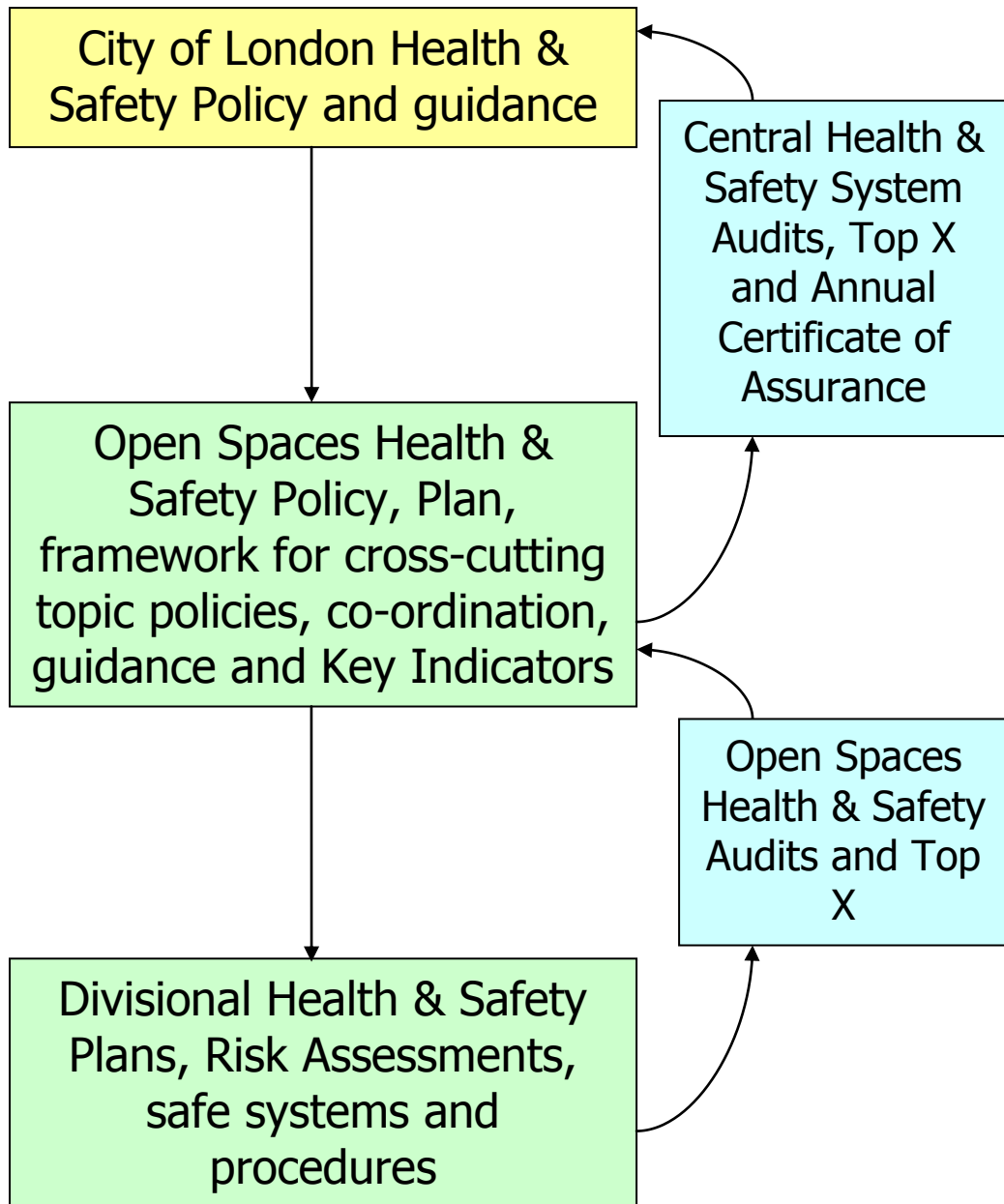
Our departmental system comprises the following:

- our health and safety policy statement
- our health and safety plan
- a health and safety committee which meets quarterly as the focal point of a community made up of staff with defined health and safety responsibilities
- defined health and safety responsibilities for all staff
- effective communications between managers, employees, volunteers, contractors and all stakeholders, including access to guidance documents
- effective planning processes to include risk management, appropriate health and safety training, accident prevention and investigation and inspection regimes
- provision for internal and external health and safety audits to ensure continuous improvement.

Our policy, plan and other documents are not intended to duplicate procedures or guidance but provides a link between the City Corporation's corporate requirements and the Open Spaces Department and demonstrate our commitment to managing health and safety within the Department. We endorse the City of London Corporation H&S Policy and the departmental policy should be read in conjunction with both the corporate Health and Safety policy and divisional arrangements.

Cross cutting corporate health & safety policies, procedures, codes of practice and guidance notes are adopted by the Department. However where there are specific Open Spaces risks and circumstances, this Plan and associated documents outline the arrangements that are in place to address these issues.

Policy Framework



## Open Spaces Department Health and Safety Plan

### The work of the Open Spaces Department

The Open Spaces Department provides a wide and diverse range of services, reporting to a number of committees. The department consists of five operational divisions spread across London and bordering counties, each of which contributes to a departmental Business Plan and regular progress report updates for their reporting Committee. These divisions are:

- Burnham Beeches & City Commons;
- City of London Cemetery & Crematorium;
- Epping Forest;
- Hampstead Heath, Highgate Wood & Queen's Park;
- Parks & Gardens.

The Open Spaces Department vision links to the corporate aims and objectives set out in the Corporate Plan and The City Together Strategy. However, each Open Space managed by the City is a special place, with well-established management plans and dedicated staff. Given their operations, habitats and locations around London, the management of each site varies. They have in common, the management and maintenance of publically accessible land, amounting to almost 4,500 hectares and the City of London Cemetery & Crematorium provides burial and cremation services. We seek to balance the responsibilities of conserving and enhancing the special environments for a wide variety of uses, with policies to encourage access and increase the opportunities for enjoyment, education and recreation.

## DEPARTMENTAL ROLES AND RESPONSIBILITIES

### Chief Officer – Director of Open Spaces

The Director is ultimately responsible for ensuring the implementation of this departmental health and safety Plan. She will secure adequate resources for the Superintendents, the Departmental Business Manager, and other managers to fulfil their duties and responsibilities under the corporate and departmental health and safety policies and procedures.

She chairs the Open Spaces H&S Improvement Group and as well as representing the Department, has a responsibility for H&S corporately through the Corporate Health & Safety Committee.

### The Superintendents and the Departmental Business Manager (see the Departmental Structure chart below)

are responsible for ensuring the implementation of the departmental H&S Plan and the development of further policies and procedures appropriate to their operations and risks. They must ensure safe systems of work and safe practices are in place within their areas through their management control.

As appointed safety officers, they are responsible for ensuring that this Plan is being complied with. They must ensure the necessary resources are provided so that

## Open Spaces Department Health and Safety Plan

managers and other staff can fulfil their duties and responsibilities. They must also ensure adequate monitoring is carried out and recorded, to assure processes are implemented, are working and are being effective.

They will attend the quarterly meetings of the Departmental Health & Safety Improvement Group or send nominated deputies.

Together with the Director they form the Senior Management Team (SMT) for the Open Spaces Department. Health & Safety is a standing item on the agenda of the SMT which meets twice monthly and holds a telephone-conference in the intervening period. The departmental Safety Co-ordinator will be invited to attend as and when required.

### **Managers** (see the Departmental Structure chart below)

Managers are responsible for the daily implementation of this plan and the development of any safe systems of work as required. As such they are responsible for ensuring that work activities are assessed, planned and organised, so as to reduce risks to the lowest level reasonably practicable.

Managers are responsible for ensuring that auditing and the review of risk assessments for their respective teams takes place as required including the maintenance of their safety risk registers (not to be confused with business risk registers) which ultimately inform the departmental Top X.

Managers will encourage and support reporting of accidents/incidents and near misses and bring to the attention of the senior management any health and safety concerns within their teams or the division.

### **Employees**

All employees have a duty to take reasonable care for their own health and safety, and for that of others, and to co-operate with their manager or supervisor on health and safety matters. They must also follow the procedures laid down for safety and ensure they only carry out tasks for which they have been trained.

In addition to these general responsibilities many employees in the Open Spaces have specific H&S roles as well as expertise and skills which are crucial for the safe operation of the Department. Appropriate training commensurate with these responsibilities and the risk profile of the department will be given. Whilst the application of these roles and skills is co-ordinated and managed through managers, supervisors and team leaders, it is the responsibility of all staff to carry out their tasks in a safe manner and contribute to the creation of a safety culture in the Department.

All departmental staff are supported by safety co-ordinators:

### **Departmental Safety Co-ordinator – Technical Manager**

The Technical Manager is the Departmental Safety Co-ordinator. His role is the co-ordination of the H&S work of the Open Spaces, including the work of the Open Spaces H&S Improvement Group. He represents the Department on matters of

## **Open Spaces Department Health and Safety Plan**

health and safety; as such he will ensure the regular monitoring of departmental safety performance and will support the consideration of safety issues at SMT meetings.

Other roles include monitoring and auditing health and safety, encouraging accident/incident reporting and providing regular feedback on performance and issues to the Senior Management Team and the Corporate Safety team through the Departmental Safety Managers Forum (DSMF quarterly). Further responsibilities include:

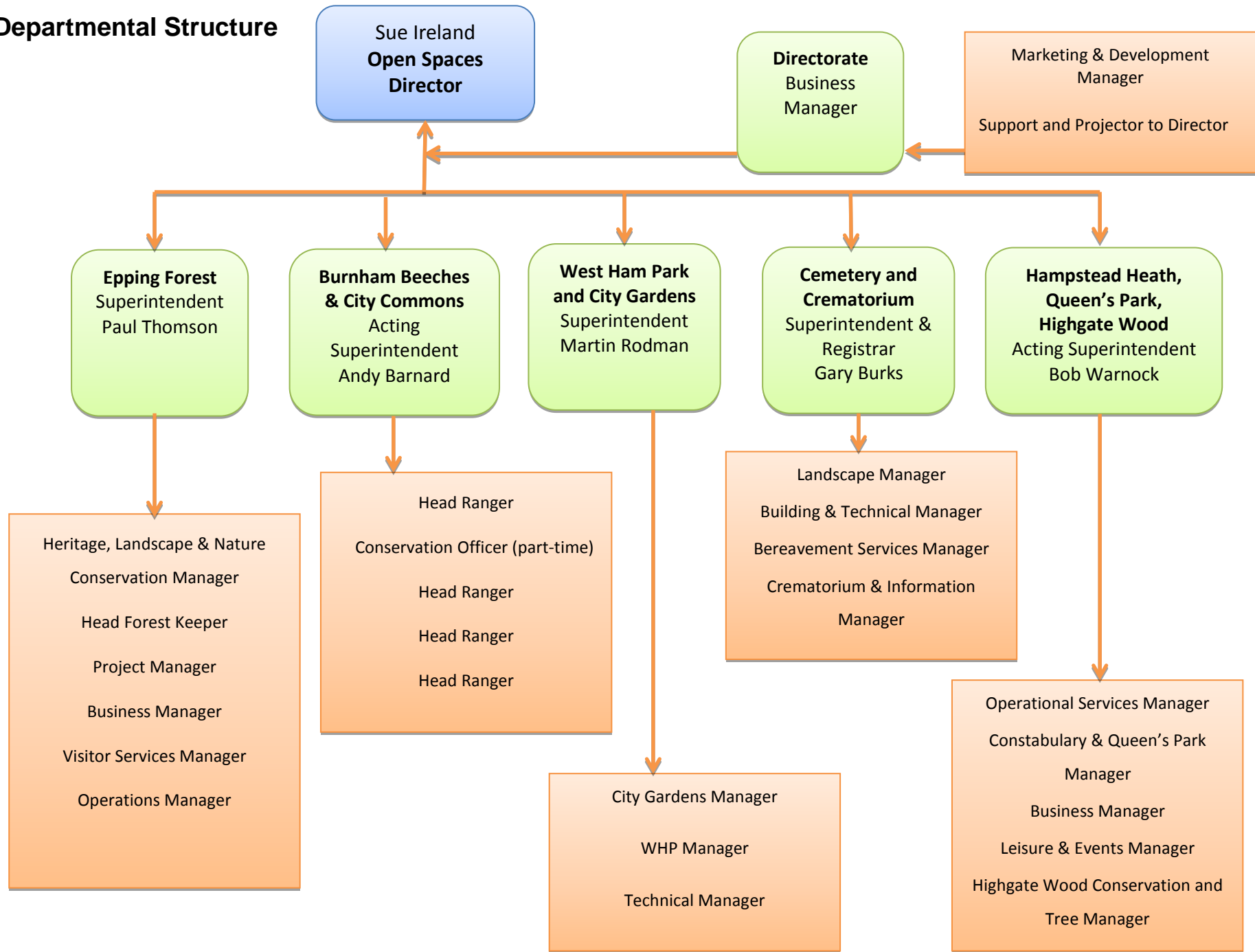
- Liaising with Managers to ensure risk assessments, including fire risk assessments and display screen equipment assessment, and accident investigations are completed/reviewed as required;
- Review and report accident trends to the Open Spaces Health & Safety Improvement Group;
- Ensure audits (self-assessments) of divisional health and safety performance are carried out as necessary;
- Provide an annual certificate of assurance on H&S to the Town Clerk's Department;
- Co-ordinate departmental Top X reports twice a year;
- Co-ordinate the development of departmental wide safety policies and procedures;
- Co-ordinate and update the departmental Occupational Safety and Health Manual;
- Feed back issues throughout the Department;
- Liaise with the Corporate Safety Team to ensure best practice;
- Adhere to the principles of Sensible Risk Management.

### **Divisional Safety Co-ordination**

At a divisional level Safety Assistants or nominated managers, carry out co-ordination of local health and safety including:

- Co-ordinate and monitor risk assessments, accidents, control measures and health investigations;
- Provide regular updates to Senior Managers on H&S performance;
- Liaise with the Corporate Safety Team to ensure best practice;
- Adhere to the principles of Sensible Risk Management.
- Analyse local H&S processes and recognise limitations of these processes;
- Identify resource and H&S training needs for continuous improvement;
- Ensure proactive monitoring is carried out as identified by the Risk Assessments and that it is adequately recorded, e.g. for noise and vibration exposure, Display Screen Equipment, etc.;
- Maintain H&S training records through monitoring;
- Coordinate and report results of any workplace inspections;
- Liaise with Managers to ensure risk assessments / fire risk assessments and accident investigations are completed/reviewed as required;
- Co-ordinate divisional Top X reports.

# Departmental Structure





## **Other Support**

As part of the City of London, the implementation of our Policy relies on support from teams in the Town Clerk's Department and the City Surveyor's Department in particular. The Occupational Health Manager and the corporate Health and Safety Manager for People are within the HR Division of the Town Clerk's Department. The corporate Health & Safety Manager for Property is within the City Surveyor's Department and the City Surveyor is also responsible for building and infrastructure maintenance.

## **Health and Safety Manager (for People)**

Oliver Sanandres is the **Competent Person** as defined by the Health & Safety Executive. He and his team provide:

- advice and guidance on current and new health & safety legislation;
- advice and guidance in response to specific local issues and concerns;
- production and updating of City of London Health & Safety Policy and Codes of Practice;
- system inspections and audits;
- provision of internal health and safety training;
- attendance and support at the Open Spaces Health & Safety Improvement Group (plus local meetings when required);
- accident policy, training, codes of practice and investigation of major incidents;
- analysis and feedback on cross City of London trends (accidents, verbal/physical abuse etc);
- support for occupational hygiene issues such as specialist risk assessments;
- maintain the Display Screen Equipment assessment tool, Assessrite.

## **Occupational Health Manager**

The Occupational Health Service provides:

- pre-employment assessments including base line health surveillance.
- health surveillance programmes following risk assessment (including drivers, noise, vibration (HAVS), work related vaccinations, life guards, );
- advice and referral in relation to musculoskeletal problems
- management referrals of staff where specialist advice is required.

## **Health & Safety Manager (Property)**

He and his team provide:

- Control of contractors guidance;
- a competent person with regard to Legionella;
- a competent person with regard to Asbestos;
- premises related system inspections and audits;
- advice and guidance on new and existing legislation in relation to buildings, infrastructure and equipment;
- where consulted, ensuring the consideration of health and safety in the provision of contracted work, infrastructure inspections and long term site plans;
- fire safety advice.

## Open Spaces Department Health and Safety Plan

### Property Facilities Manager (PFM)

Acts as a point of contact in the City Surveyor's Department for Open Spaces issues arising under the corporate building and infrastructure maintenance contract. The contract is held by **MITIE** who are responsible for:

- portable appliance testing (PAT) (frequency based on advice/risk assessment);
- advice and recording regarding asbestos;
- electrical circuit fixed wiring testing (every five years);
- gas appliance testing/servicing (annually);
- emergency light testing (every six months);
- security alarm testing/servicing (annually);
- fire alarm testing (every six months);
- fire extinguisher and equipment testing (annually);
- pressure vessel testing (annually);
- lifting equipment testing (every six months);
- water systems temperature and legionella testing (quarterly);

See also **Specific working arrangements for the corporate building and infrastructure maintenance contract** below.

## CONSULTATION AND COMMUNICATION ARRANGEMENTS

### Open Spaces Health & Safety Improvement Group

See Appendix 1 for the current membership of the Open Spaces H&S Improvement Group.

The Health and Safety Improvement Group meets quarterly and has an advisory and co-ordinating role with the power to make recommendations within the Department. It is chaired by the Director of Open Spaces, assisted by the Technical Manager and is attended by the Superintendents, officers with specific H&S responsibilities, employee representatives and corporate H&S, Occupational Health and Insurance managers.

The Department recognises Safety Representatives of the City of London Branch of the GMB and Unite unions. The Director co-operates fully in safety matters with such employee representatives and will provide them with sufficient facilities to enable them to act effectively in this function and with opportunities for training.

The Improvement Group is the focal point for the management of H&S in the Open Spaces Department and responsible for:

- monitoring the Top X risks,
- reviewing accidents and near miss reports in order to target improvement efforts and pass on learning points,
- reporting on H&S training initiatives,
- receiving information on corporate and legislative changes in H&S and
- the monitoring and review of this plan

## **Open Spaces Department Health and Safety Plan**

Minutes of the meetings are sent to all attendees for sharing at local level and made available via the intranet. An Action Sheet is maintained to monitor progress on issues discussed.

The Improvement Group is supported by regular safety meetings at site level through Divisional Health & Safety Working Groups and a Sub-group.

### **H&S Sub-group**

The H&S Sub-group is composed of officers with H&S responsibilities from each Division who meet to develop departmental guidance and procedures such as generic risk assessments and safe systems of work. It is chaired by the Technical Manager and looks into specialist topics and reports back to the Improvement Group. It also organises the annual H&S Audit of the Department with the assistance of additional Managers to carry out the audit validation visits.

### **Divisional Health & Safety Working Groups**

Each division has local H&S working groups appropriate to the size and risk profile of the division. They meet regularly usually quarterly, and are representative of the staffing structure of the division. They are empowered to address H&S issues at a local level and communicate their minutes to all staff in the division. They cascade issues which arise at the corporate and departmental level and are an opportunity for staff to raise H&S issues directly or through representatives.

### **Corporate Health & Safety Committee (CHS)**

The CHS is chaired by the Town Clerk and meets quarterly. Its function is to advise and make recommendations to the City Corporation's Chief Officer Group on matters relating to the overall management of health, safety and welfare throughout the organisation. The Committee may delegate appropriate business to managers and/or departmental safety committees/groups and can require reports of any outcomes. The CHS will also receive reports on the meetings of the departmental safety committees / groups or other meetings where safety issues have been discussed to ensure corporate oversight and sharing of issues raised within one service area or externally where these may have implications for other City Corporation service areas.

The Director represents the Open Spaces Department on the Corporate Health & Safety Committee where she raises issues and reports to the CHS on relevant matters. Information from the CHS is proactively shared with the Safety Co-ordinator and SMT and forms part of an update on corporate matters to the H&S Improvement Group.

### **Departmental Health & Safety Managers Forum (DSMF)**

The DSMF is a corporate group of safety staff and who meet quarterly to communicate on all safety matters. It provides a forum for sharing good practice and support for the departmental Safety Co-ordinators. Being linked to the corporate health and safety systems, it helps promote more effective control, facilitates

## Open Spaces Department Health and Safety Plan

consultation and aids co-ordination of implementation or amendment of any procedures or formal policies, to ensure successful embedding and improved H&S compliance.

The Technical Manager is the nominated representative to attend the Departmental Health & Safety Managers Forum and is responsible for reporting back on relevant matters to the Open Spaces H&S Improvement Group.

### General Communication

Notice boards must be provided in communal areas for staff to access the latest minutes of H&S meetings, local procedures, guidance and statutory information. A H&S Law Poster must be displayed in all divisions. Notice boards should have dedicated H&S areas, be kept uncluttered and up to date and have nominated individuals to take responsibility for them.

Fire and evacuation notices must be displayed on all sites in line with the local Fire Risk Assessment. The names of First Aiders and the location of First Aid kits and equipment should be clearly displayed. Emergency Action Plans should also be available for staff to familiarise themselves with local arrangements.

Relevant H&S documentation must be readily available to allow staff to undertake their work safely.

In addition Tool Box Talks and safety awareness events should be undertaken to supplement formal safety training.

## GUIDANCE AND PROCEDURES

### Corporate guidance

Policies, procedures and guidance are available from the [City of London H&S Management System](#) on the intranet along with useful contact details.

### Open Spaces departmental guidance

A H&S toolkit is available on the [Open Spaces H&S intranet pages](#).

Additional procedures and guidance is available in each Division tailored to local operational requirements.

An [Open Spaces Occupational Safety & Health Manual](#) has been developed to provide a framework for the management of the key safety topics in the Department and is available in our intranet H&S site. This document is provided to assist managers to carry out their H&S duties under the Safety at Work Act 1974 and regulations under the Act, as an integral part of all work related activities. It provides Key Principles of H&S and outlines management responsibility regarding the following topics:

## Open Spaces Department Health and Safety Plan

- Manual handling
- Use of work equipment
- Use of chemicals
- Violence at work including bullying and harassment
- Confined spaces
- Lone working
- Working at height
- Thermal comfort
- Noise
- First aid
- Fire
- Managing contractors
- Managing volunteers
- Managing the public
- Managing events
- Managing trees
- Managing grazing
- Managing water
- Safe vehicle movements
- Asbestos
- Legionella

### **Control of Contractors**

Contractors undertaking work on premises under the control of the City of London must have the competence to perform the contract without risks to the health and safety of any person who may be affected by the works.

Contractors must be provided with all relevant information about the premises (e.g. location, condition, and extent of any known or presumed asbestos or areas which may be too inaccessible to survey) which may affect the health and safety of any person. Where necessary a further more complex survey may be required prior to the works commencing.

All contractors must be signed in when accessing a site and shall not commence work until permitted to do so. Permit to Work systems will be introduced and enforced where appropriate.

### **Specific working arrangements for the corporate building and infrastructure maintenance contract**

In providing staff or subcontractors to carry out works in Open Spaces, Mitie are responsible for checking Risk Assessments and Method Statements for their staff and subcontractors and when satisfied issue a Permit to Work. At this point notification of the visit is sent to the site and the next stage is a Permit to Access. This process is sample audited by the Surveyors' Technical Advisory Group (TAG) team and the Property Facilities Manager / Assistant Property Facilities Manager (PFM/APFM).

## Open Spaces Department Health and Safety Plan

The OS site manager is responsible for the Permit to Access which covers local access arrangements and will ensure those contractors and their employees:

- adhere to site rules;
- are aware of emergency procedures;
- are aware of health and safety risks and measures in place to deal with those risks;
- communicate arrangements and control OS staff activities and public safety on site during works.

### Reporting and Investigation of All Accidents & Near Misses

All accidents and near misses must be reported in line with the [Corporate Accident Reporting Procedure](#). All incidents, which include accidents, abuse, dangerous occurrences, instances of occupational diseases and 'near miss' incidents to be reported on the Incident Line – 0207 3321920.

The line manager of the injured party must review and investigate all reported accidents as necessary and determine the course of action to be taken to ensure there is no further risk to staff or members of the public and discuss them in team meetings. This may require revision of risk assessments or amendments to procedures and processes.

All line managers will be responsible for ensuring the necessary paperwork is attached to any accident report notification as necessary. This is critical for the investigation process and may be crucial if required to uphold a valid personal injury claim or mitigate or defend against one.

All accident reports will be discussed, monitored and actioned at the departmental Health and Safety Group quarterly.

### Risk Management

Risk management is the responsibility of all line managers who control a given task or activity. It implies an understanding of which risks may arise from work activities. Risks must be identified pro-actively before an accident or ill health occurs. We should prioritise our actions in responding to risks.

In the majority of cases, an initial risk assessment is all that is required. Particularly if the manager knows that little more can be done to control the risk at present, or can demonstrate that the risk is at a tolerable level. If the controls are obvious, then they are recorded on the assessment. The manager must define, by exception, which risks require assessing at a detailed level.

Lower risks are more easily dealt with by local discussion and agreement between local managers and staff, or through health and safety inspections. Higher risks may need to be referred to the relevant management team for consideration.

Whilst risk assessment exists as a tool to aid the identification of appropriate risk controls for a given individual risk, risk management uses risk assessment information to direct limited resources to known high-risk tasks and to the most significant risks faced at any given time. At the same time, the City of London does

## Open Spaces Department Health and Safety Plan

not wish line managers to become obsessed with Health & Safety risk control, it must make sense within the context of operational duties, available resources and the effort involved. It is therefore imperative that line managers concentrate simply on the most significant risks at the time. What is required is a balanced judgement of H&S risk so as to ensure the implementation of sensible and practical controls within the resources available.

### **Risk Assessment**

Risk Assessment is a legal requirement and as such the process is controlled corporately.

All managers are responsible for ensuring that risk assessments for their respective teams and service areas are in place, are reviewed, updated as necessary or at least once a year.

The divisions will appoint trained Risk Assessors who will facilitate this process to the managers responsible. This does not mean they simply delegate this task but are part of it and are led through the process by the Risk Assessor. This is done to assure quality and negate the need for duplication of training and improving departmental efficiency and consistency between assessments and controls.

In order to manage their risk assessment process all divisions will maintain a register of their risk assessments and supporting documents. This is to identify gaps and facilitate sharing of documentation as well as keeping track of review dates.

Written safe systems of work/instructions will be developed from risk assessment for all significant tasks and activities.

The Open Spaces H&S Sub-group has produced generic risk assessments and safe systems of work covering the main hazardous operations of the Department. These can be accessed on a shared area – [Risk Assessments and Safe Systems of Work](#).

The process for Risk Assessment can be accessed through this link – [Risk Assessment Process](#)

Template for Risk Assessment can be found here: [Risk Assessment Template](#)

### **Top X**

Top X is the Corporate Health & Safety Risk Scoping and assessment tool. The aim of Top X is for significant risks to be identified and pushed up from divisions to the Open Spaces Department level where risks can be acknowledged and action plans put in place to minimise their impact on the Department – their impact can be manifested through injury, loss or damage to equipment or in some tasks, death.

Top X reports **must** be included as part of the Open Spaces business planning process and is required by the City's business planning framework.

[Top X Guidance and Templates](#)

## Open Spaces Department Health and Safety Plan

This process is linked to risk assessment as many risks will be identified within this register so it is often useful to consider these processes in tandem. As the process is driven from the bottom up, all teams must prepare their Top X Registers and submit their Top X to the next layer of management as necessary.

This process will be coordinated by the Health & Safety Coordinator who will submit the departmental Top X Registers twice yearly to the Corporate Health & Safety Team. The [Open Spaces Top X](#) is discussed at the H&S Improvement Group in December and April before it is submitted to the Town Clerk's Department. This is monitored centrally as a KPI.

### Training

Safety training is an important way of achieving competence and helps to convert information into safe working practices. The departmental risk assessments should help to determine the level of training needed for each type of work as part of the preventive and protective measures. The training should include basic skills training, specific "on-the-job" training and training in health and safety or emergency procedures. A training needs analysis (TNA) must be carried out for each post, posts can be grouped under a general TNA, however, line managers must identify any particular need that an individual member of staff may have as a result of their duties or personal circumstances.

Training needs may be significant on recruitment but new employees must receive basic induction training on health and safety, including the arrangements for first aid, fire and evacuation. Particular attention must be given to the needs of young employees and those who are disabled or have special needs. Line managers must ensure that any new employee is given a full induction including completing the H&S e-learning package.

The responsibility for ensuring that safety training needs are assessed lies with the head of service in consultation with the line managers of individuals. Those for whom safety training is deemed necessary are required to attend such training.

Identification of safety training needs of new staff must be carried out by the line manager, normally during the first weeks of the staff's appointment, and delivery of that training will normally form part of the staff member's competency assessment. A refresher procedure should operate for existing staff. Line Managers may call upon the services of the Corporate Safety Team in determining safety training needs.

All new staff will be given instructions on the local emergency procedures during their first week this will be done by their line manager.

### Local Induction

All new staff will complete the new corporate safety induction. This information will be captured by Learning & Development.

All managers must also provide an orientation induction and this must cover local H&S information, most this information is contained in this plan. A local induction



## **Open Spaces Department Health and Safety Plan**

must be recorded locally and be given to the employee within the first day of starting their employment. A guide to what must be included in local H&S induction can be found at Appendix 2.

### **MONITORING, REVIEW & CONTINUAL IMPROVEMENT**

Local arrangements shall be monitored closely by each Superintendent and will be subject to a self-assessment by each division each year as part of the Open Spaces H&S Audit System.

#### **Open Spaces H&S Audit System**

Annual H&S audits are carried out across the Open Spaces Department to monitor existing arrangements under twelve H&S indicators which are described in Appendix 3. The aims of the process are to assure the effectiveness of our H&S management system and support managers in carrying out their H&S roles.

Members of staff from other Open Spaces divisions validate these self-assessments in alternate years, to share best practice and to review management practices, procedures and the safety culture on the ground.

Following the self-assessment each division prepares an annual H&S improvement plan to carry out identified actions. These tasks are integrated in work programmes and Superintendents are responsible for developing and delivering the action plans.

An annual report on the Open Spaces audit is submitted to the Open Spaces & City Gardens Committee and the Health & Safety Manager (People), Town Clerk's Department as a certificate of assurance for the management of Health & Safety in the Open Spaces Department.

In addition visits and specialist audits by the corporate Health and Safety managers will take place. Independent external audits will be commissioned as deemed necessary. Outcomes of H&S audits will be reported back to the Improvement Group or divisional H&S Working Groups as appropriate to share key learning.

For further information on the [Open Spaces H&S Audit](#) click on the link.

## Open Spaces Department Health and Safety Plan

### Appendix 1

#### Current Membership of the Open Spaces H&S Improvement Group

Role
Director
Technical Manager
PA to Director (notes)
Departmental Business Manager
Superintendent Parks & Gardens
City Gardens Manager
Manager West Ham Park
Support Officer West Ham Park
Acting Superintendent Hampstead Heath, Highgate Wood & Queen's Park
Operational Services Manager Hampstead Heath
Assistant Operational Services Manager Hampstead Heath
Senior Technical Officer Hampstead Heath
Superintendent Cemetery and Crematorium
Technical Officer Cemetery and Crematorium
Acting Superintendent Burnham Beeches & City Commons
Head Ranger City Commons
Head Ranger Burnham Beeches
Superintendent Epping Forest
Business Manager Epping Forest
Technical Officer Epping Forest
Unite representative
GMB representative
H&S Manager (for people) Town Clerk's Department
H&S Manager (Property) City Surveyor's Department
Occupational Health Manager Town Clerk's Department
Occupational Health Advisor Town Clerk's Department

## Open Spaces Department Health and Safety Plan

### Appendix 2

#### Health & Safety Induction Guide

(What every new member of staff should receive or know on their first day)

Item	Receive	Be Told
Safety Policy (Corporate and Departmental)	✓ (e-link will suffice)	
Fire Evacuation Plan *Does member of staff require PEEP (Personal Evacuation & Emergency Plan)	✓	
Fire evacuation route(s), Assembly Point(s) and when systems are checked		✓
How to Access The H&S online guide		✓
First Aid Provision: Who's your First-aider / First Aid Kit location		✓
Accident reporting procedures. All incidents, which include accidents, abuse, dangerous occurrences, instances of occupational diseases and 'near miss' incidents to be reported on the Incident Line – 0207 3321920		✓
Display Screen Assessment (if a user) - undertaken by manager/DSE Assessor <b>HR to send out</b> (link to WorkRite software from DSE Assessor)	✓	
General Risk Assessment for their post Any other specific risk assessments relevant to the post -COSSH, Work Equipment etc	✓	
Any Post-Specific Guidance, e.g. Lone Workers' Security etc.	✓	
Hazard Reporting Procedures		✓
Safety Representative(s) or approved trade unions– names and locations		✓
Location of any Welfare Facilities		✓
Location of Occupational Health	✓	
Training Needs Assessment	✓	

## Open Spaces Department Health and Safety Plan

### Appendix 3

#### The Open Spaces H&S Audit Indicators

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

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

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

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

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

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

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

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

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

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

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

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

<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Gardens Committee	2 February 2015
<b>Subject:</b> CONSOLIDATED REVENUE AND CAPITAL BUDGETS – 2014/15 AND 2015/16	
<b>Report of:</b> The Chamberlain The Director of Open Spaces	<b>Public</b> For Information

## Summary

This report is the annual submission of the consolidated revenue and capital budgets overseen by your Committee. In particular, it updates the Committee on the latest approved revenue budget for 2014/15 and the proposed revenue budget for 2015/16, as approved by the relevant Open Spaces Committees. Details of the draft capital and supplementary revenue budgets are also provided.

Summary of Table 1 (All Committees)	Latest Approved Budget	Original Budget	Movement
	2014/15 £000	2015/16 £000	£000
Expenditure	20,914	21,279	365
Income	(6,070)	(5,719)	351
Support Services	2,588	2,559	(29)
<b>Total Net Expenditure</b>	<b>17,432</b>	<b>18,119</b>	<b>687</b>

Summary of Table 1 (By Committee)	Latest Approved Budget 2014/15 £000	Original Budget 2015/16 £000	Movement  £000
<b><u>West Ham Park</u></b>			
Expenditure	1,318	1,472	154
Income	(511)	(471)	40
Support Services	222	219	(3)
<b>Total</b>	<b>1,029</b>	<b>1,220</b>	<b>191</b>
<b><u>Epping Forest &amp; Commons</u></b>			
Expenditure	8,114	7,988	(126)
Income	(2,489)	(2,144)	345
Support Services	1,352	1,362	10
<b>Total</b>	<b>6,977</b>	<b>7,206</b>	<b>229</b>
<b><u>Hampstead Heath, Queens Park and Highgate Wood</u></b>			
Expenditure	9,165	9,397	232
Income	(2,707)	(2,744)	(37)
Support Services	1,150	1,143	(7)
<b>Total</b>	<b>7,608</b>	<b>7,796</b>	<b>188</b>

<b><u>Open Spaces &amp; City Gardens</u></b>			
Expenditure	2,317	2,422	105
Income	(363)	(360)	3
Support Services and Capital Charges	(136)	(165)	(29)
<b>Total</b>	<b>1,818</b>	<b>1,897</b>	<b>79</b>
<b>Total Net Expenditure</b>	<b>17,432</b>	<b>18,119</b>	<b>687</b>

Overall the provisional Original budget for 2015/16 totals £18.119M, an increase of £0.687M compared with the latest approved budget for 2014/15. The overall movement in net expenditure of £0.687M comprises an increase of £365,000 in expenditure, a decrease of £351,000 in income, partially off-set by a £29,000 decrease in Support Services & Capital Charges. The main reasons contributing to this overall increase are

- An increase in salary costs across the Open Spaces due to the filling of posts that have been vacant for part of 2014/15 together with a 2% provision for any potential pay awards.
- An increase in City Surveyor's Repairs and Maintenance Budgets partially offset by a decrease in Open Spaces budgets for minor improvements and grounds maintenance.
- A decrease in Supplies and Services budgets due to the fall out of budgets carried forward to 2014/15 and a reduction in professional fees following the end of the Branching Out Heritage Lottery Project.
- A decrease in transfer to reserves again as a result of the end of the Branching Out Project
- The reduction in income is due to the end of the funding from HLF for Branching out and the one-off contribution towards Gifford Wood in 2014/15.

### **Recommendations**

The Committee is requested to note the latest approved revenue and capital budgets for 2014/15 and the provisional revenue and capital budgets for 2015/16, as approved by the relevant Open Spaces Service Committees.

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Epping Forest, City Commons, Burnham Beeches, Stoke Common, Hampstead Heath, Queens Park, Highgate Wood, and West Ham Park, which are all registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve as they are funded principally by the City, together with donations, sponsorship, grants, and trading income. City Gardens is funded from the City Fund as part of the City Corporation's local authority functions, whilst the Open Spaces Directorate which is funded from City Cash, co-ordinates the management of the department and works in co-operation with other departments on cross service projects and corporate initiatives.
2. This report sets out the proposed revenue budget and capital budgets for 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 by your Committee in April 2014. These include :-

#### **Epping Forest & Commons:**

- Completing of the Highams Park Dam strengthening works, and associated consultation with local residents and park users during disruption.



- Continuation of the Grazing Expansion Plan, including completion of construction of new overwintering infrastructure at Great Gregories.
- Detailed planning of savings, efficiencies and enhanced income as laid out in the CoL Service Based Review, with foundation work on known constraints, including drafting of a Various Powers Act.
- Develop the Kenley Revival Project and submit detailed proposals for a stage 2 Heritage Lottery fund bid.
- Develop and deliver the new structure at City Commons and integrate management with Burnham Beeches and Stoke Common under a single Superintendent.
- Expansion of grazing at Burnham Beeches. Installation of hard and invisible fencing (*timings dependent upon trials of new equipment.*)

### **Open Spaces & City Gardens:**

- Identify budget savings as agreed with the Chamberlain as part of the corporate Service Based Review process.
- Review management arrangements for City churchyards.
- Review the City of London Open Space Strategy.

### **West Ham Park:**

- Identify budget savings as agreed with the Chamberlain as part of the Corporate Service Based Review process.
- Assess the performance and viability of the Nursery Business.
- Assess the feasibility of providing a café in West Ham Park.

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

- Continue to support the Hampstead Heath Ponds project.
- Deliver savings across the division as part of the Service Based Reviews
- To increase income by improving facilities at the Highgate Wood and Queens Park Cafeterias
- To begin the Roman Kiln Project at Highgate Wood

### **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 and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
7. The provisional 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. An allowance towards any potential pay and price of 2% has been given for 2015/16. In addition the following savings have been made as part of the Service Based Review (SBR):-
- Burnham Beeches, Stoke Common and City Commons £72,000 through small staffing restructures, changes to staff working hours, reductions in overtime, reduced use of consultants and more efficient use of fleet. In 2015/16 £27,000 will be offered as a saving with the balance, £45,000, being deferred so that the Director can utilise this money to fund consultancy to support future savings in fleet management and staff restructures in 2015/16.
  - West Ham Park a £2,000 increase in income.
  - Hampstead Heath, Queen's Park and Highgate Wood savings of £20,000 through staff restructures which have already been carried out and £60,00 increases in fees and charges, including new income from Weddings and Civil ceremonies.
  - In addition savings of £489,000 (£252,000 Hampstead Heath and £237,000 Epping Forest) will be made through the ending of the City Bridge Trust grant for educational and volunteering activities. As part of the SBR the educational activities of the department were judged to be suitable for funding from the Bridge House Estates charitable funds to support these activities. An application will be made to the City Bridge Trust, before the start of the financial year to access this funding.

The budget has been prepared within the resources allocated to the Director. Within these budgets it has been assumed that an application for long term grant funding at the same level as the original CBT funding application for 2014/15 will be successful. However, the results of any application will not be known until early in 2015.

<b>TABLE 1 OPEN SPACES SUMMARY – ALL FUNDS</b>						
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
<b>EXPENDITURE</b>						
Employees	L	11,848	11,889	12,224	335	12
Premises Related Expenses	L	1,940	1,829	1,623	(206)	13
Premises Related Expenses	C	6	0	0	0	
R & M (City Surveyor's Local Risk)	L	2,839	3,579	4,258	679	10
Transport Related Expenses	L	596	602	576	(26)	
Supplies & Services	L	2,183	2,071	1,882	(189)	14
Third Party Payments	L	61	92	78	(14)	
Transfer to Reserve – City Bridge Trust	L	71	0	0	0	
Transfer to Reserve - Nursery	C	0	8	19	11	
Transfer to Reserve	L	142	168	74	(94)	15
Transfer to Reserve – Capital Expenditure	C	1,858	0	0	0	
Capital Charges - Depreciation	C	459	676	545	(131)	16
<b>Total Expenditure</b>		<b>22,003</b>	<b>20,914</b>	<b>21,279</b>	<b>365</b>	
<b>INCOME</b>						
Government Grants	L	(542)	(446)	(446)	0	
Other Grants, Reimbursements and Contributions – Section 106/Rechargeable Works, HLF, CBT	L	(221)	(891)	(614)	277	17
Other Grants, Reimbursements and Contributions – CBT & Capital	C	(2,308)	0	0	0	
Customer, Client Receipts	L	(3,060)	(2,827)	(2,901)	(74)	18
Customer Client Receipts	C	(2)	0	0	0	
Recharges to Capital Projects	L	(40)	(40)	(40)	0	
Investment Income	L	(1)	0	0	0	
Investment Income	C	(1,207)	(1,200)	(1,183)	17	
Transfer from Reserves - City Bridge Trust & Section 106	L	(888)	0	0	0	
Transfer from Reserve – Capital & Nursery	C	(515)	(666)	(535)	131	19
<b>Total Income</b>		<b>(8,784)</b>	<b>(6,070)</b>	<b>(5,719)</b>	<b>351</b>	
<b>TOTAL EXPENDITURE/ (INCOME) BEFORE SUPPORT SERVICES</b>		<b>13,219</b>	<b>14,844</b>	<b>15,560</b>	<b>716</b>	
<b>SUPPORT SERVICES AND CAPITAL CHARGES</b>						
Central Support & Capital Charges		3,050	2,953	2,929	(24)	
Recharges Across Funds		(118)	(106)	(111)	(5)	
Recharges to Finance Committee (Corporate & Democratic Core)		(259)	(259)	(259)	0	
<b>Total Support Services &amp; Capital Charges</b>		<b>2,673</b>	<b>2,588</b>	<b>2,559</b>	<b>(29)</b>	
<b>TOTAL NET EXPENDITURE/(INCOME)</b>		<b>15,892</b>	<b>17,432</b>	<b>18,119</b>	<b>687</b>	

8. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on.
9. Overall there is an increase of £0.687M in the overall budget between the 2014/15 latest approved budget and the 2015/16 original budget. The variances which make up this increase are detailed below and were reported to the appropriate spending committee.
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 £679,000 increase in the City Surveyor's Local Risk is due to a Budget movement of £672,000 for Repairs and Maintenance which relates to the 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 reports to spending Committees in April/May 2014. The final sum which was endorsed by the Corporate Asset Sub Committee in June 2014 totalled £2.311m. The anticipated balance of remaining Additional Works Programme schemes of £1.313m 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 and Maintenance budgets (including Cleaning) for the 2014/15 Latest Approved and the 2015/16 Original Budgets can be found at Table 2.

<b>TABLE 2 - CITY SURVEYOR LOCAL RISK</b>	<b>Latest Approved Budget 2014/15 £'000</b>	<b>Original Budget 2015/16 £'000</b>
<b>Repairs and Maintenance</b>		
<b>Additional Works Programme</b>		
West Ham Park	119	301
Bunhill Fields	103	141
City Gardens	34	98
Burnham Beeches	51	89
Epping Forest	796	942
City Commons	216	241
Hampstead Heath	1,403	1,584
Queens Park	66	149
Highgate Wood	111	79
	<b>2,899</b>	<b>3,624</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>		
West Ham Park	34	34
Bunhill Fields	31	22
Nursery	5	5
City Gardens	13	13
Open Spaces Directorate	1	1
Burnham Beeches	3	3
Epping Forest	204	197
City Commons	31	31
Hampstead Heath	238	201
Queens Park	14	14
Highgate Wood	19	19
	<b>593</b>	<b>540</b>
<b>Cleaning</b>		
West Ham Park	2	2
Burnham Beeches	2	3
City Commons	11	11
Epping	57	62
Hampstead Heath	15	16
	<b>87</b>	<b>94</b>
<b>Total City Surveyor</b>	<b>3,579</b>	<b>4,258</b>

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

Table 3 - Manpower statement	Latest Approved Budget 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
West Ham Park/Nursery	23.65	790	22.71	786
Epping, Wanstead, Chingford, HLF, CBT	74.28	2,641	72.80	2,679
Burnham Beeches/Stoke Common	12.95	440	13.06	448
City Commons	19.80	698	19.55	743
Hampstead Heath	131.00	5,022	131.48	5,214
Queens Park	11.80	443	11.80	451
Highgate Wood	7.44	312	7.55	321
<b>TOTAL</b>	<b>317.82</b>	<b>11,889</b>	<b>315.85</b>	<b>12,224</b>

12. The increase of £335,000 in Employees Local Risk is mainly due to a number of vacancies across Open Spaces which will be filled in 2015/16 and a provision for a 2.0% pay award, partially offset by reduction in posts at Epping Forest due to the HLF branching Out Project finishing in 2014/15 and at West Ham Park with the ending of the City Bridge Trust funded horticultural apprentice scheme.

13. The £206,000 reduction in Local Risk Premises Related Expenses expenditure is mainly due to reductions in client funded repairs and maintenance work at the Assets Team at Epping, minor improvements at Ashted and grounds maintenance at West Wickham and Hampstead Heath.

14. The decrease in Supplies & Services is mainly due to a reduced requirement for Professional Fees at Epping following the end of the HLF Branching Out Project and the LAB including £30,000 carry forward at Hampstead together with savings on dog handling costs and other minor efficiency savings as part of the SBR.

15. The £94,000 reduction in Transfer to Reserves is due to the ending of the HLF Branching Out Project which required Epping to make a contribution from Local Risk

16. The decrease in Capital Charges relates mainly to the fall-out of a one-off charge of £160,000 to write-out the cost of the model yacht pond work (Epping)

partially off-set by an increase in charges for the anticipated works to Highams Park Lake and the cattle overwintering facilities at Great Gregories Farm.

17. The reduction in other Grants, reimbursements and Contributions is mainly due to the fallout of the HLF funding contribution as the project has come to an end and the fallout of the Gifford Wood grant.
18. The increase in Customer and Client Receipts mainly relates to the increases in fees and charges at Hampstead Heath (see paragraph 7).
19. The decrease in income from transfer from reserves is due to the reduction in capital charges reflected in paragraph 16.

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

20. The £191,000 increase in West Ham Park is mainly due to an increase of £182,000 in the City Surveyors Additional Works Programme
21. The £209,000 increase in Epping Forest is mainly due to an increase in City Surveyor's Repairs and Maintenance, an increase in employee costs partially off-set by a reduction in non-Government Grant income due to the ending of the HLF Branching Out Project and the Gifford Wood Appeal.
22. The £105,000 increase in Hampstead Heath is mainly due to an increase in City Surveyor's repairs and Maintenance.
23. The £93,000 increase in Queens Park is mainly due to the £83,000 increase in the City Surveyor's Additional Works Programme.

### **Potential Further Budget Developments**

24. The provisional nature of the 2014/15 and 2015/16 revenue budgets recognises that further revisions may be required, including in relation to:
  - budget reductions to capture savings arising from the on-going PP2P reviews.
  - Decisions on funding the Additional Works Programme by the resource Allocation Sub Committee.

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

## Revenue Budget 2014/15

25. The forecast outturn for the current year is in line with the latest approved budget of £17.432M.

## Draft Capital and Supplementary Revenue Budgets

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

Service Managed	Project	Exp. Pre 01/04/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	Later Years £'000	Total £'000
<b>CITY FUND</b>							
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	71	13				84
<b>TOTAL CITY FUND</b>		76	84	0	0	0	160
<b>CITY'S CASH</b>							
Pre-implementation							
Epping Forest	Baldwins & Deer Sanctuary Ponds		12				12
City Commons	Kenley Revival	12	77				89
West Ham Park	Refreshment facilities		5				5
Authority to start work granted							
Epping Forest	Branching Out	4,307	297				4,604
Epping Forest	Highams Park Lake	106	1,740				1,846
Epping Forest	Great Gregories Farm overwintering	16	219				235
Hampstead Heath	Hampstead Heath ponds	1,597	2,175	8,810	2,563		15,145
<b>TOTAL CITY'S CASH</b>		6,038	4,525	8,810	2,563	0	21,936
<b>TOTAL OPEN SPACES</b>		<b>6,114</b>	<b>4,609</b>	<b>8,810</b>	<b>2,563</b>	<b>0</b>	<b>22,096</b>

27. 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. Implementation phases of these items are subject to further approvals via the Corporate Gateway process.

28. Further schemes in the pipeline are a) work to improve drainage and enhance facilities at St Botolph Ball Court, subject to external funding, and b) a capital project relating to the Queen's Park playground

29. Subject to Heritage Lottery Fund approval, implementation phases of the Kenley Revival project are due to begin in 2015/16.



30. At Burnham Beeches, the Reservoirs project and the Pond Embankments scheme have been put on hold and superseded by the project at Baldwin's and Deer Sanctuary Ponds, the implementation phases of which are due to be carried out in 2015/16.
31. 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)

## APPENDIX 1

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
<b><u>CITY CASH</u></b>					
DIRECTORATE*	0	0	0	0	
BUNHILL FIELDS	330	285	318	33	
WEST HAM PARK	1,040	1,029	1,220	191	20
CBT**	0	0	0	0	
NURSERY***	0	0	0	0	
EPPING FOREST	4,538	4,657	4,866	209	21
EPPING FOREST – CBT**	0	0	0	0	
HLF	13	7	0	(7)	
CHINGFORD GOLF COURSE	(22)	(47)	(45)	2	
WANSTEAD FLATS	136	153	154	1	
WOODREDON & WARLIES****	0	0	0	0	
BURNHAM BEECHES	648	581	621	40	
STOKE COMMON	14	22	22	0	
CITY COMMONS	1,406	1,604	1,588	(16)	
HAMPSTEAD HEATH	5,207	6,313	6,418	105	22
HAMPSTEAD HEATH – CBT**	0	0	0	0	
HAMPSTEAD HEATH – STEM & EDUCATION POLICY	0	33	49	16	
QUEENS PARK	674	703	796	93	23
QUEENS PARK – CBT**	0	0	0	0	
HIGHGATE WOOD	522	559	533	(26)	
HIGHGATE WOOD – CBT**	0	0	0	0	
<b>TOTAL</b>	<b>14,506</b>	<b>15,899</b>	<b>16,540</b>	<b>641</b>	
<b><u>CITY FUND</u></b>					
CITY GARDENS	1,255	1,378	1,420	42	
CITY OPEN SPACES (ENV SERVICES)	131	155	159	4	
<b>TOTAL</b>	<b>1,386</b>	<b>1,533</b>	<b>1,579</b>	<b>46</b>	
<b>TOTAL (ALL FUNDS)</b>	<b>15,892</b>	<b>17,432</b>	<b>18,119</b>	<b>687</b>	

Reasons for zero budget lines:-

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

## APPENDIX 2

Support Services and Capital Charges to/from Open Spaces Committees.	Actual 2013-14 £'000	Latest Approved Budget 2014-15 £'000	Original Budget 2015-16 £'000	Movement 2014-15 to 2015-16 £'000	Paragraph Reference
<b>Support Services &amp; Capital Charges</b>					
<b>Central Recharges-</b>					
City Surveyor's Employee Recharge	639	619	636	17	
Admin Buildings	62	64	70	6	
Insurance	213	212	214	2	
I.S. Recharges - Chamberlain	681	630	600	(30)	
Capital Charges	10	29	31	2	
<b>Support Services-</b>					
Chamberlain (including CLPS Recharges)	531	464	476	12	
Comptroller and City Solicitor	197	201	192	(9)	
Town Clerk	327	328	316	(12)	
City Surveyor	317	332	332	0	
Other Services*	73	74	62	(12)	
<b>Total Support Services</b>	<b>3,050</b>	<b>2,953</b>	<b>2,929</b>	<b>(24)</b>	
<b>Recharges Within Fund</b>					
Corporate and Democratic Core	(259)	(259)	(259)	0	
<b>Total Recharges Within Fund</b>	<b>(259)</b>	<b>(259)</b>	<b>(259)</b>	<b>0</b>	
<b>Recharges Across Funds</b>					
Directorate Recharges to Cemetery and Crematorium	(119)	(120)	(126)	(6)	
Woodredon & Warlies	1	14	15	1	
<b>Total Recharges Across Funds</b>	<b>(118)</b>	<b>(106)</b>	<b>(111)</b>	<b>(5)</b>	
<b>Total Support Services</b>	<b>2,673</b>	<b>2,588</b>	<b>2,559</b>	<b>(29)</b>	

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

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<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee	02/02/2015
<b>Subject:</b>  Bunhill Fields Burial Ground Draft Management Plan (2015 - 2020)	<b>Public</b>
<b>Report of:</b> The Director of Open Spaces	<b>For Decision</b>

### Summary

This report sets out the background and production of a Bunhill Fields Burial Ground Draft Management Plan (2015 – 2020), attached at Appendix 1. It sets out the vision, objectives and priorities for the management of Bunhill Fields for the ensuing five years and has been prepared by the City Gardens team.

Members are asked to agree to the draft plan being made available for public consultation.

Following consultation, any proposed changes to the draft plan will be brought back to Committee for approval and for formal adoption as a management plan.

### Recommendation

Members are asked to:

- Approve the draft text of the Bunhill Fields Burial Ground Draft Management Plan 2015 - 2020, attached at Appendix 1, for public consultation.

### Main Report

#### Background

1. Bunhill Fields Burial Ground, a 3.5 acre (1.4 hectare) site just north of the City boundary, is considered a significant burial ground, as indicated by its designation as a Grade I listed Historic site.
2. It contains over 2,300 monuments of which 76 are separately listed as Grade II\* and Grade II listed structures. The site has a sensitively designed public garden by one of the foremost landscape architects of the 1960s, Peter Shephard. As a valuable oasis of greenery in a highly urban area it is a popular destination for local workers and residents along with a significant number of people coming to visit individual memorials.
3. In 2006 a Conservation Management Plan (CMP) for the burial ground was commissioned and produced by Land Use Consultants. The purpose of the CMP

is to address specific problems and protection of Bunhill Fields Burial Ground and provide a valuable conservation management tool for the long term improvement and best value investment.

4. As a response to the CMP and to benchmark the national standard for parks and green spaces in England and Wales, a Bunhill Fields Burial Ground Management Plan (2009 – 2014) was first produced in 2008 by the City Gardens team.
5. The production of the plan used guidance provided by the Commission for Architecture and the Built Environment (CABE) who at the time had responsibility for managing the national scheme since its inception in 1996.
6. Since 2009, the Green Flag award has been managed by the Green Flag Plus Partnership made up of partners from a consortium comprising Keep Britain Tidy, the Trust for Conservation Volunteers (TCV) and Green Space who now manage the scheme on behalf of Communities and Local Government (CLG).
7. Since 2008, Bunhill Fields Burial Ground has successfully been awarded Green Flag status every year. External judges recruited nationally visit the site each year assessing the site using the Green Flag criteria and verifying the management plan. The judges' feedback is incorporated into the action plan for the following year subject to funding constraints.
8. Over the last five years, the City Surveyor via the centrally funded Additional Works Programme, have spent £265,000 repairing and restoring memorials, railings and paving contained within the Burial Ground. The City Gardens team have also delivered a range of volunteer opportunities. These have included planting wildflowers, annual bulb and hedging planting, repainting the inner railings and conducting habitat surveys.
9. A diverse programme of activities and events has also taken place attracting workers, residents, families and school children. Events have included: annual Green Garden lunchtime taster sessions; family Victorian games; Open Squares weekends and the Big Read. All have been well attended by local people and workers with positive feedback.

### **Current Position**

10. The preparation of the current draft plan has provided an opportunity to review and build on the previous 2008 plan, setting out how the Burial Ground will be managed and the projects that are proposed for the next five year period.
11. The draft management plan incorporates Green Flag Plus Partnership guidance which suggests the following criteria and information is included:
  - How to create a sense that people are positively welcomed into a green space;
  - How best to ensure that the site is a safe and a healthy environment;
  - What people can expect to find in the way of standards of cleanliness, facilities and maintenance;

- How a green space can be managed in environmentally sensitive ways;
  - The value of conservation and care of historical heritage;
  - Ways of encouraging community involvement;
  - Methods of promoting or marketing a site; and
  - How to reflect all the above in a coherent and accessible management plan, statement or strategy.
12. The draft plan provides information on progress made as a result of the current 2008 management plan. It also provides information on the burial ground is and will be managed.
13. Using the criteria, outlined in point 11 as headings, an action plan has been produced to provide a summary of objectives and activities with expected timescales and indicative cost for each headline topic. Actions have been given a broad indication of costs from Low (less than £500), to high (greater than £5,000).
14. Throughout the preparation of the draft plan, key internal stakeholders have been consulted through meetings, emails and phone conversations. The next step is to take the draft plan out to a wider audience, thus fulfilling the formal consultation stage of its production.

### **Proposals**

15. It is proposed that stakeholder consultation takes place during the months of February and March 2015, with the aim of collating and incorporating comments and reporting back to your committee in April 2015 and proposing a final draft for adoption.
16. Consultation will be undertaken to ensure stakeholder involvement and will include:
- City of London Members;
  - Other City of London key stakeholder departments;
  - Garden users, through an 'advertising campaign' on noticeboards, e newsletters and through the extensive database of contacts that have expressed interest in the City Gardens over many years (held by the City Gardens section)
  - Hard copies of the draft plan deposited at the City libraries;
  - Contacts within neighbouring boroughs

### **Corporate & Strategic Implications**

17. The production of a draft plan fulfils key requirements highlighted within the City's Local Plan, notably Core Strategy 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.

18. 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*

## **Implications**

19. Many associated actions will be funded by Bunhill Fields Burial Ground's annual local risk budget, currently £108K annum. The City Surveyors Department will continue to restore and repair railings, pathways and memorials from the centrally funded Additional Works Programme.
20. A number of activities and actions will be supported and delivered in partnership with the Friends of City Gardens and other stakeholders at no cost.
21. The draft plan 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, the Community Infrastructure Levy (CIL) other funding streams.

## **Conclusion**

22. The completion and adoption of a comprehensive revised Bunhill Fields Burial Ground Management Plan will ensure that the City is strategically managing its open space portfolio in accordance with regional and national good practice.
23. The production of a revised Bunhill Fields Burial Ground Management Plan has helped identify those significant components of the green space enabling long term maintenance and a management strategy for the site to be developed.



## **Appendices**

- Appendix 1 –Bunhill Fields Burial Ground Draft Management Plan (2015 - 2020)

### **Louisa Allen**

City Gardens Manager, Open Spaces Department

T: 020 7374 4140

E: [louisa.allen@cityoflondon.gov.uk](mailto:louisa.allen@cityoflondon.gov.uk)

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# Bunhill Fields Burial Ground

Draft Management Plan  
2015 – 2020



**50 YEARS**  
RHS BRITAIN IN BLOOM



**INVESTORS  
IN PEOPLE**



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**Additional copies of this Plan, supporting information and a four page summary are available in electronic and printed format from:**

Open Spaces Department  
City of London  
P.O. Box 270  
Guildhall  
London  
EC2P 2EJ

Telephone: 020 7374 4127  
Fax: 020 7710 8524  
E-mail: [parcs.gardens@cityoflondon.gov.uk](mailto:parcs.gardens@cityoflondon.gov.uk)  
Website: [www.cityoflondon.gov.uk/citygardens](http://www.cityoflondon.gov.uk/citygardens)

## **Introduction**

1. Bunhill Fields Burial Ground (also known as Bunhill Fields) is a 3.5 acre (1.4 hectare) Central London public open space located in the London Borough of Islington, but owned and managed by the City of London Corporation.
2. In order to set out the vision, objectives and priorities for the management of Bunhill Fields, a Management Plan has been prepared by the City Gardens Team, Open Spaces Department.

### **What is an Open Space Management Plan?**

3. A Management Plan for a public open space is a published written document, prepared by the managers of an open space, outlining their aims and objectives in relation to the park.
4. Its purpose is to balance the priorities, policies and pressures that apply to a particular site and to establish a time scale for putting the objectives into practice. The production of such a document allows the contribution that the site makes to the local community to be measured and progress against key objectives monitored by visitors.

### **Why have an Open Space Management Plan?**

5. The main reasons to have a Management Plan are:
  - to document a site's history
  - to assess priorities and challenges for the future
  - to encourage community involvement, interest and support
  - to ensure objectives of management and maintenance are documented
  - to demonstrate what visitors can expect in terms of service standards
  - to promote and market a site
  - to monitor and assess changes that occur at the site
6. At Bunhill Fields, the aim of this Management Plan is to clearly set out in one accessible and easy to read document how the Burial Ground is managed, and the projects that are proposed for the next five years.

### **Why are places like Bunhill Fields so important?**

7. Bunhill Fields Burial Ground is part of a key network of green and open spaces that are valued greatly. The benefits of good quality open spaces are widely recognised including their contribution to health and wellbeing and their support of economic growth and tourism.

The key findings of the State of UK Public Parks were:

- An estimated 2.6 billion visits are made to the UK's public parks each year.

- 83% of households with children aged 5 and under visit their local park at least once a month.
- 47% of park friends and user groups say membership numbers have increased over the last three years.

8. More locally, we know that Bunhill Fields is one of the more popular sites in the area:
- Most visitors to Bunhill Fields visit at least once a week
  - Over 90% of those asked state that the general maintenance is fair to very good
  - Three times as many users are residents than visitors or workers

### **Our vision for Bunhill Fields**

9. Our overall aim is to provide a high quality urban green space, which reflects and benefits the local community it serves. Our vision is therefore:

***'To maintain Bunhill Fields Burial Ground as a valuable, historic property with rich cultural, natural and social attributes at a local, national and international level. To sustain it as a tranquil, well used public open space with rich multi-layered historic interest and associations, with its fabric in good condition, wide access and interpretation and continued and increased enjoyment and involvement for users.'***

10. To achieve this vision, we recognise the importance of working towards an agreed national standard for good practice in the management of parks. We have carefully considered the Green Flag Award recommendations for a successful park, and have adapted these to form our eight key service objectives:

- 1. A well managed Park**
- 2. A welcoming Park**
- 3. A healthy, safe and secure Park**
- 4. A well maintained and clean Park**
- 5. A sustainable Park**
- 6. A Park that addresses conservation and heritage**
- 7. A Park where community involvement is encouraged**
- 8. A well marketed and promoted Park**

11. Through working to these objectives, we aim to not only achieve Green Flag status, but also to maintain this status throughout the life of this Plan.

### **What does this Plan contain?**

The Plan contains eight key sections, each referring to one of our objectives.

At the end of each section, an action plan is provided, setting out our proposed projects in Bunhill Fields to meet that objective over the next five years. In setting these action plans, we strive to be as realistic as possible, bearing in mind available financial and staff resources, and have also given careful consideration to the improvements recommended by our visitors through recent consultation.

12. To limit the overall size of this document, appendices are not attached, but any documents referred to are available on request from the City Gardens office.

### **Looking back: What have we achieved over the past 5 years?**

13. As part of reviewing the management plan it is important to review what has been achieved and how this can influence future objectives. Looking back over the period of the previous management plan between 2009-2014 the key achievements have been:

#### ***A well managed Park***

- Continuing with annual performance and development reviews for all staff.
- Management Plan works in correlation to meet the objectives of the City Gardens Management Plan and Open Spaces Strategy.
- Investing in training for all staff.
- Bi monthly team meetings for all staff.
- Implementation of some of the conservation and repair work, identified in the Conservation Management Plan for Bunhill Fields Burial Ground.

#### ***A welcoming Park***

- Ensuring that information boards are updated on a regular basis.
- Wildlife display panel installed on gardeners hut.
- Annual planting of daffodil and crocus bulbs to the site.
- Displaying and promoting a Bunhill Fields interpretation leaflet.
- Repainted and restored historic railings.

#### ***A healthy, safe and secure Park***

- Staff training, learning and development that the City Gardens Team has participated between 2009-2014 include lone working, conflict management, safe urban driving and working at height which all contributes towards the safe working of the Team across all City Gardens sites.
- Reviewing and updating site risk assessment to reflect the management of memorials and headstones. Ensuring the repair programme reflects health and safety requirements as well as restoration and conservation aspirations.



- Carrying out a detailed health and safety audit of Bunhill Fields and the City Gardens work processes.

***A well maintained and clean Park***

- Introducing a grounds maintenance management system to schedule and record all maintenance tasks.
- Introducing an annual audit and inventory check of all equipment and tools.
- Selective tree thinning and pruning in the northern section of Bunhill Fields.
- Painting of internal railings with the support of corporate volunteers.

***A sustainable Park***

- Selecting peat free plants for Bunhill Fields.
- Introduction of more biodiversity led management style in the north-eastern area of the Burial Ground.
- Bird, bat and insect nesting boxes have been installed to locations in the burial ground. New seed feeders have been installed for smaller bird species.
- 100% of green waste removed from the grounds is recycled.
- Planting of a native hedge funded by the Woodland Trust and sowing of a shady wildflower meadow in partnership with the Friends of City Gardens.
- The introduction of a bee hive in 2009, maintained by the London Bee Keepers Association (LBKA).
- Introduction and trial of on-site composting.

***A Park that addresses conservation and heritage***

- Ensuring any improvements or conservation works has been complied with the 2006 Conservation Management Plan with which to manage the heritage and conservation aspects of the site as and when funding permits.
- Mulching all shrub bed and hedge bases annually to suppress weeds and retain soil moisture.
- Creating and enhancing habitats to encourage species variation.
- Routine annual inspections of all trees by an arboricultural consultant.
- Over the last five years £265,000 has been spent on restoring and conserving the headstones, railings and paving.

***A Park where community involvement is encouraged***

- Retaining links with local schools and community groups through talks and events.
- Annual Green Garden Lunchtimes took place in June between 2007 and 2013 which promoted local businesses and organisations through a series of lunchtime talks and workshops.
- The City Gardens team worked in partnership with the Barbican Children's Library to deliver the Big Read 'Summer Reading Challenge' event at Bunhill Fields Burial Ground.

- Children from the Lyceum Primary School have taken part in willow weaving at Bunhill Fields.
- City Gardens, Barbican Library and Friends of City Gardens ran a Victorian Family Games day in 2014 which included storytelling, over 40 young people attended.
- An eighth of the site has been actively managed by Friends of City Gardens since 2013.

***A well marketed and promoted Park***

- City Guides conduct a walk every Wednesday during the summer between April and October which provide visitors with information on the historical and horticultural significance of Bunhill Fields.
- Distribution of map and historical information onsite.
- City Gardens Website updated to include a dedicated page to Bunhill Fields Burial Ground.
- Production of onsite notices to advertise events and activities.
- Contributing to the Open Spaces Department annual report.
- The design and implementation of a treasure hunt with volunteers focusing on the history and surrounding environment of Bunhill Fields.

**Site Description**

14. Bunhill Fields Burial Ground is a 3.5 acre (1.4 hectare) public park situated in the London Borough of Islington between City Road and Bunhill Row. It consists of two parts, a southern burial area containing approximately 2,300 tombstones, which are railed off for safety; and a garden area in the northern half of the site.

**The Burial Area:**

The layout of this area dates largely from the enhancements by the City of London in the 1860/70s, although the main east west path pre-dates these. The minor path layout and the mature plane trees date from this late Victorian phase, when the memorials were also straightened and inscriptions re-cut. The current internal railings enclosing the memorial areas are 20<sup>th</sup> century and likely to have been part of the 1960s works. The gardeners' hut, a brick and slate tiled building, also dating from the 1960s improvements, is partially within this area.

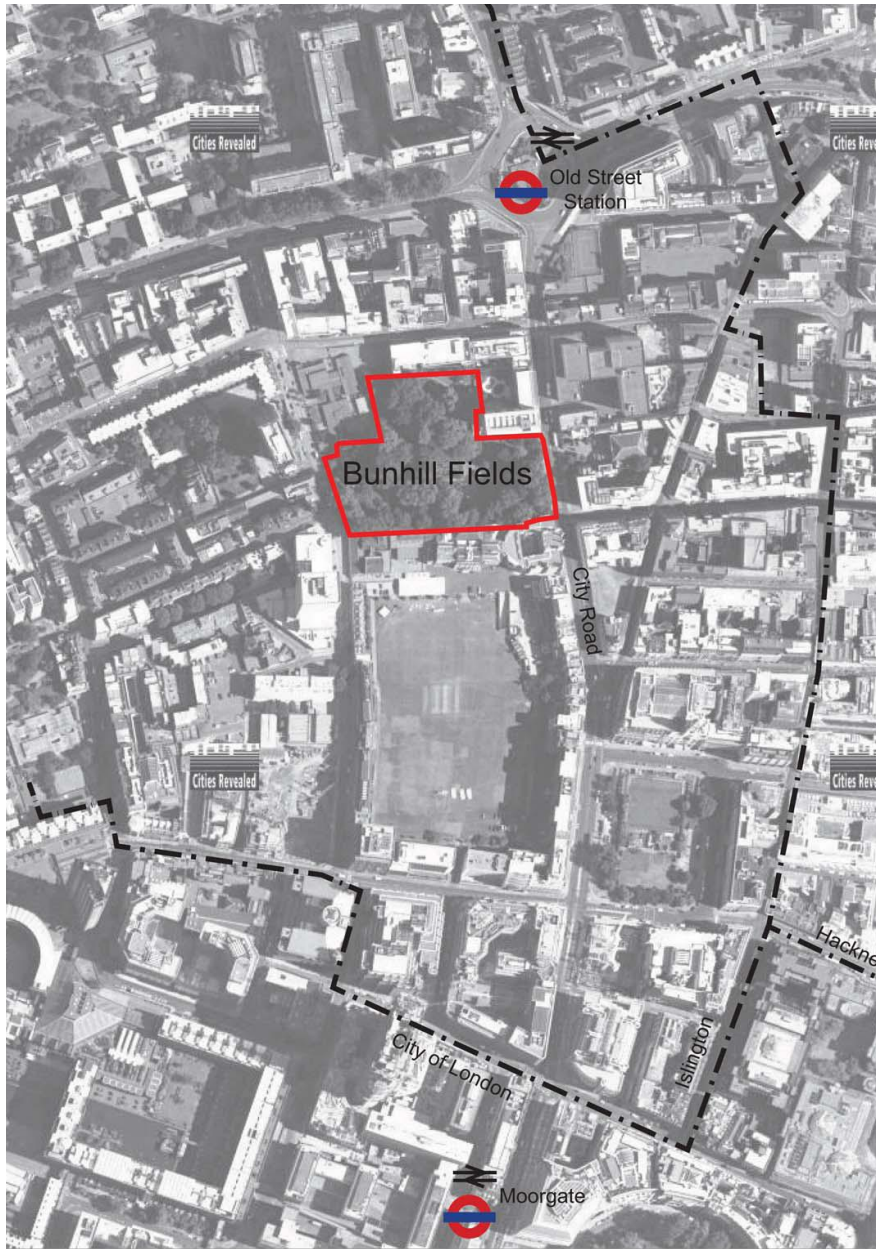
The area is dominated by the numerous memorials, which create an intricate landscape, mainly of simple headstones, but with some more complex chest and table tombs and occasional variations in form, height and richness of decoration. The area is shaded by trees which encourage the growth of lichen, moss and ferns, adding to the romantic atmosphere of the burial ground. The trees include a number of mature plane trees which provide a canopy at a high level, but the younger trees are of more varied species. The trees are set in short grass with spring bulbs adding seasonal spots of colour, although the canopies of the trees tend to prevent the grass from thriving.

**The Garden Area:**

This area encompasses the large northern section of the site and two smaller open areas within the southern section, the layout of which dates from Peter Shephard's design of the 1960s. This provided a simple, large, open grassed area, lightly shaded by trees and enclosed by a winding path and shrub beds which defined sheltered seating areas around the perimeter. The main open area within the southern section to the east provides another sitting place and forms the setting for important memorials (Blake, Defoe and Bunyan). The minor open area, to the west, is the setting for Dame Mary Page's unusual memorial.

15. The site has a long history as a burial ground, but is most significant for its Nonconformist connections, dating from the 18<sup>th</sup> and 19<sup>th</sup> centuries. Its current layout dates from two key phases of work carried out in 1860s and 1960s; both of which contributed to its mixture of burial areas and recreational areas. It has been managed by the City of London since the 1867 Bunhill Fields Burial Ground Act which ensured its role as an open space for the public to enjoy.

16. A site and location plan of Bunhill Fields is provided below:





Bunhill Fields Burial Ground – Site Map

**Facilities and features**

17. Bunhill Fields contains the following man-made physical characteristics:

**Open Space**

- Over 12,000m<sup>2</sup> of ornamental lawn
- Approximately 120 trees
- Approximately 320m<sup>2</sup> of shrub and herbaceous areas

**Park infrastructure**

- 2,300 Memorials
- Approx 715 metres of railings
- 1,258 m<sup>2</sup> paving
- Approximately 35 Park benches
- 2 entrance sign boards and 1 lockable notice board
- Gardeners Hut
- Staff yard and storerooms
- One toilet

### **Natural characteristics**

18. The deepest layer below London is that of the old, hard rocks of the Paleozoic era made up of mudstones and sandstones. Above this are the Devonian old red sandstones. During the Cretaceous impermeable Gault clays were laid; these were followed by the Upper Greensand layer and then the thick layer of chalk which forms the basis of the London Basin with outcrops as the North Downs and the Chiltern Hills.
19. This basin has been infilled with a series of sand and London clay layers all laid down during the Tertiary period. These have been covered by deposits of gravel and sand terraces resulting from the last ice-age when the River Thames was diverted to its present position. In places, there are deposits of brick-earth, which is a mixture of clay and sand that has supported London's long-standing brick-making industry. Atop these natural layers are the deposits of hundreds of years of human occupation. In the oldest parts of the City of London and the City of Westminster this layer can be up to 6 meters deep.
20. The topography of Bunhill Fields is generally flat and the Ordnance Survey grid reference is TQ326822.

### **Ecological characteristic**

21. Bunhill Fields is also considered a site of Borough Importance Grade 2 for Nature Conservation. The site is noted in the City of London Biodiversity Action Plan 2010-2015. There are a number of bird and bat boxes within the site and the on-site staff also maintains bird feeders. Planting within the site is gradually becoming more diversified to improve biodiversity.

### **Historic characteristics**

22. Bunhill Fields is registered as a Grade I entry on the National Register of Parks and Gardens. In addition to this 75 individual tombs were individually listed in February 2011. This makes Bunhill Fields unique in being one of a group of seven Grade I registered cemeteries in London. The boundary walls, railings and gates are also individually listed at Grade II. The burial ground is located in the Bunhill Fields/Finsbury Square Conservation Area at risk and therefore has entered it into the Heritage at Risk Register which English Heritage publishes annually. In addition the burial ground is within the Moorefields Archaeological Priority Area.

### **Local area characteristics**

#### ***Population***

23. Bunhill Ward in which Bunhill Fields is located has an estimated population of 12,150.

In the 2011 Census, approximately 48% of the London Borough of Islington's population were recorded as white, 20% white: other, 13% Black, 9% Asian, 6% Mixed and 3% other ethnic groups.

The resident population of Islington Borough is 206,100 as per the 2011 census data, a growth of approximately 27,000 people since the 2001 census.

Islington has a predominantly young population with the average age being 34 years. It also has a high number of single person households at 31%.

Islington's residents who are employed are largely very well qualified. However, there is a high proportion of unemployed with 27% of the population living in social rented housing.

**Opening hours**

- 24. Bunhill Fields is open every day of the year from 7:30am until dusk, apart from Christmas Day, Boxing Day and New Year's Day. The closing times are adjusted monthly to take into account changes in daylight hours, as follows:

November, December and January	16:30
February	17:30
March	18:30
April	20:30
May, June and July	21:30
August	20:30
September	19:30
October	18.30

# Objective 1:

## A well managed Park

### Introduction

- 1.1 Although located in the London Borough of Islington, Bunhill Fields Burial Ground has been owned and managed by the City of London since 1867 and is only a small part of the 4,434 hectares of open space provided by the City in and around London as part of its commitment to sustaining a world class City.

### **The City of London Corporation: working for a World Class City**

- 1.2 The City of London Corporation is responsible for the financial and commercial heart of Britain – the City of London. The policies it pursues and the high standard of service it provides are dedicated to maintaining and enhancing the City of London’s status as the world’s leading international financial and business centre. Among local authorities, the City is unique – it is the oldest in the country, combining its ancient traditions and ceremonial functions with the role of a modern and efficient local authority. It also operates on a non-party-political basis through the Lord Mayor of the City of London and the elected Members and Aldermen of the Court of Common Council.
- 1.3 The City’s responsibilities include the full range of services usually provided by a local authority, such as planning, housing, education, social services, environmental health and waste management – all geared to meeting the needs of the City’s residents, businesses and workers.
- 1.4 However, the City also provides a range of additional services for the benefit of the City, London and the nation as a whole. This includes being the Police authority for the City of London, the port health authority for the River Thames, ownership and management of the world renowned Barbican Centre and being the third largest sponsor of the arts in the UK.

### **Open space management**

- 1.6 The City of London’s commitment to open space management dates back to the 1870s when, in response to the rapid disappearance of many public open areas to make way for the building of new suburban homes and city offices, it embarked on an ambitious project to safeguard some of what remained.
- 1.7 As a result two Acts of Parliament were passed in the 1870s that granted the City of London 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 London and other British cities from urban sprawl.



## **The Open Spaces Department**

- 1.8 All management of City owned Parks and open spaces is carried out by the Open Spaces Department, which is divided into five Divisions:
- Parks & Gardens (City Gardens and West Ham Park)
  - Epping Forest
  - North London Open Spaces (Hampstead Heath, Queens Park, Highgate Wood)
  - City Commons and Burnham Beeches
  - City of London Crematorium
- 1.9 All of the sites managed by the Department are legally protected as permanent open spaces, which prevent them ever being developed. With the exception of the City Gardens and the City of London Crematorium, all are funded from the City's own resources at no cost to the public.
- 1.10 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. The Director has been instrumental in forming twelve cross-departmental working groups in order to share best practice, agree policies and formulate a consistent approach for specific areas of work. Each working group is chaired by a member of the Departmental management team and is attended by at least one representative from each site.
- 1.11 The Director's team also produce an annual Business Plan, which defines the overall departmental strategic objectives and values and key objectives.
- The department has five values: quality, inclusion, environment, promotion and people.
- 1.12 The importance of the City's open spaces is widely recognised nationally. Burnham Beeches and Ashted Common are classified as National Nature Reserves, Epping Forest and Burnham Beeches are both Special Areas of Conservation and many of the other areas contain Sites of Special Scientific Interest. In total, it is estimated that over 30 million visits are made to the City's open spaces each year.
- 1.13 As a major provider of open space in and around London, the City has also been a founder partner in a number of London wide initiatives to promote and protect green space, including the London Parks and Green Space Forum.
- 1.14 A map indicating the location of all the sites managed by the Open Spaces Department is shown below. Further information on each site can be found at <http://www.cityoflondon.gov.uk/things-to-do/green-spaces/Pages/interactive-map.aspx>

**Open Spaces Strategy**

- 1.15 The City of London Open Space Strategy was produced in in order to ensure that the City's gardens are attractive, healthy and sustainable spaces for the City's community. 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 ensures an attractive, healthy, sustainable and socially cohesive place for all the City's communities and visitors."

- 1.16 The Strategy identified 10 Strategic Objectives which are key in achieving the vision of open space in the City, these are:

- Maintain and increase public access to existing open spaces and enhance the quality of these spaces, in terms of both design and management.
- 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.
- 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.
- Provide, where appropriate; additional play opportunities that are accessible to all in existing and new spaces.
- Ensure that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation
- 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.
- 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.
- 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.
- Promote the potential contribution open spaces can make to the improved health and well-being of City and wider communities.
- 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.

- 1.17 Delivery mechanisms have been identified in order to implement the Strategy and a five year delivery plan is in place to guide delivery over the short and medium terms.

### **Management of Bunhill Fields Burial Ground**

- 1.18 Bunhill Fields comes under the overall management of the Superintendent of Parks and Gardens who has overall responsibility for the following:
- Management of Bunhill Fields Burial Ground.
  - Management of over 200 gardens, churchyards and planted areas in the City in London, including Finsbury Circus and the grounds of St Paul's Cathedral.
  - Management of West Ham Park.
  - Maintenance of Barbican Lakes and landscaping around the Barbican Estate, the City of London Scholl and the City of London School for Girls.
  - Production of over 200,000 bedding plants a year at our Nursery in West Ham Park for the use in the City Gardens, West Ham Park and Hampstead Heath.
  - Provision of floral decorations at ceremonial functions at the Guildhall and Mansion House.

### **1960 City of London (Various Powers) Act**

- 1.19 Bunhill Fields has been managed as a public open space by the City of London since 1867, initially under the Bunhill Fields Burial Act, 1867, but is now maintained under the City of London (Various Powers) Act, 1960. Under this Act, the freehold interest of the land was passed from the Church Commissioners for England to the City of London. As a result the City of London holds and administers Bunhill Fields Burial Ground as a memorial burial ground accessible to the public.
- 1.20 Under the 1960 Act, the City has certain powers to maintain and improve the burial grounds and to determine the extent, time and manner of public access.

### **Restrictions and Covenants**

- 1.21 The City of London has a boundary agreement with the Honourable Artillery Company (HAC) which owns the wall forming the southern boundary of Bunhill Fields. The City of London has the following rights to the wall:
- Right of support provided by the wall to the burial ground
  - Right to retain and maintain plaques on the wall
  - Right to remove graffiti
  - Right to make good any damage or disrepair to the wall, but having no obligation to do so
- 1.22 The land adjoining the northeast corner of Bunhill Burial Ground was developed in 1996 to convert an office building into residential apartments. Due to Building Regulations a covenant was included in the title deeds of the property which states that the City will not construct or erect any building structure within 2.96m from the western elevation of the apartment building. The main impact of this on Bunhill Fields is that any future development of the maintenance store and yard will be

constrained. As compensation for this restricting covenant, a small triangle of land in the northeast corner was given back to Bunhill, a new section of wall and railings have since been installed to take the City Road boundary to that corner.

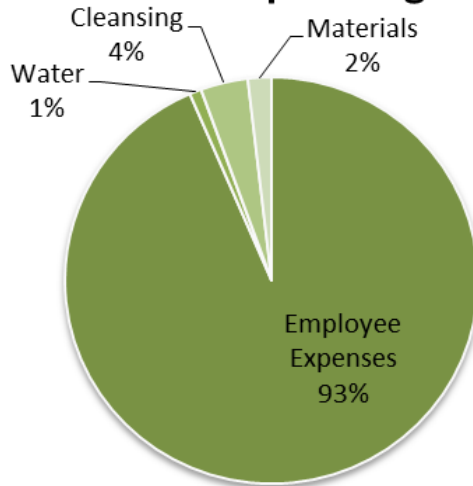
**Operating budget**

1.23 The typical annual expenditure budget for Bunhill Fields under the control of the Open Spaces Department is c. £108,000 paid for out of the City of London’s private cash.

***What is our budget used for?***

1.24 A large proportion of our total annual budget in each area is committed to fixed costs (such as salaries and utilities) and essential service provision, leaving only a small percentage for discretionary spend on repairs, maintenance and improvements projects. A typical breakdown of annual expenditure is indicated in the chart below:

**Bunhill Fields Operating Budget**



In addition a separate repairs and maintenance budget of £31,000 is held by the City Surveyor’s Department to carry out reactive and emergency works to paving, memorials and railings.

***Budget constraints***

1.25 In common with all areas of the City of London, we have been required to operate on a ‘nil budget growth’ basis for a number of years. In latter years there has been minimal inflation increase added to the budgets and with risings utility and other associated costs, it is becoming more difficult to meet the cost of all the services we provide.

1.26 As it is unlikely that additional resources will be made available from the City for some time, the project lists in this Plan have been produced on that basis. However, it is likely that City Gardens will be subject to further budget cuts over the next five years, the list of proposed projects will have to be reviewed accordingly.

**Staff Structure**

- 1.27 Bunhill Fields is overseen by the Superintendent, with the City Gardens Manager having responsibility for the overall management of Bunhill Fields.
- 1.28 The City Gardens Manager and support team are all based at the Open Spaces office in central London. In addition, the garden team are based in several sites around the City; the main depot being at Blackfriars.
- 1.29 City Gardens currently employs a total full time equivalent of 32 staff. The Manager is supported by a Supervisor and four Team Leaders - each managing a team of Gardeners, and four support staff. Following the bringing in-house of the grounds maintenance contract, we have been fortunate in retaining a long serving team.

### **Investment in People**

- 1.30 In 2014, the Open Spaces Department were successful in gaining accreditation in Investors in People (IiP), the national standard for good practice in the learning and development of people in organisations. The scheme focuses on providing evidence to support the key ten indicators of the scheme.

The City of London Corporation has retained accreditation for 3 years at the bronze standard but will be working towards achieving Gold over the coming 3 years.

### ***Staff training, learning and development***

- 1.31 Whilst good progress has been made over the past year, there is still a significant amount of staff development required, including 'core' areas such as health & safety, IT and the operation of machinery and equipment. When combined with the personal development aspirations of many staff and the desire to continue with the 'work shadowing/site visits' programme, there is an ambitious programme to be delivered throughout the life of this Plan.
- 1.32 The City Gardens team are working towards ensure each staff member has individual learning and development plan; setting out what is planned during the next one to five years.

### ***Annual performance & development reviews***

- 1.33 All staff receive an annual review in order to provide a dedicated opportunity to talk on a one to one basis with their line manager about a range of development issues including personal objectives, competencies and training.

### ***Engaging and involving all staff in decisions***

- 1.34 We are fortunate to have a considerable number of motivated and committed staff who wish to be involved in shaping future plans and setting priorities and continue to encourage further staff involvement through bi monthly staff meetings, annual staff consultation events.

### ***Recruitment and induction***

- 1.35 To ensure we recruit staff of a sufficient calibre, we provide potential candidates with a range of information prior to interview, including guidance on the City Gardens, the role and our overall objectives as a team. During interview days, we involve as many staff as possible in order to get a balanced view from the teams.
- 1.36 On appointment, a detailed induction checklist is followed to ensure the best possible start for new staff, and progress is reviewed carefully at regular meetings with the line manager throughout the first year of employment.

### **Data Management**

- 1.37 The City of London has a Geographical Information System (GIS) and this is used to develop and maintain accurate electronic site plans for all areas maintained by the City. In 2009 Site survey Computer Aided Design (CAD) drawings were updated for all gardens, churchyards and open spaces in the Square Mile that are being maintained by the City Gardens Section. We are also a partner of GiGL

(Greenspace Information for Greater London), the data record centre for the whole of London. Any ecological data recorded at any of our Open Spaces sites is sent to them to add to their database. To enable detailed information about each tree to be stored electronically and linked to a GIS based map and image library, the Arbortrack tree management software is used.

- 1.38 A wide range of data and information relating to Bunhill Fields is held on an electronic and hard copy filing system in the City Gardens Office. All electronic information is available to all of the City Gardens and is backed up daily.

#### **Green Flag Award and Green Heritage Award**

- 1.39 We recognise and support the need for independent external assessment of how Bunhill Fields is being managed in order to generate ideas, promote Bunhill Fields and encourage new thinking.
- 1.40 The Green Flag Award is the national standard for Parks and green spaces in England and Wales. The award is managed by the Green Flag Plus Partnership made up of partners from a consortium comprising of Keep Britain Tidy, the British Trust for Volunteers (BTCV) and Green Space who now manage the scheme on behalf of Department of Communities and Local Government (CLG).
- 1.41 The award scheme began in 1996 as a means of recognising and rewarding the best green spaces in the country. It was also seen as a way of encouraging others to achieve the same high environmental standards and to create a benchmark of excellence in recreational green areas. Awards are given on an annual basis and winners must apply each year to renew their Green Flag status.
- 1.42 Since 2008 Bunhill Fields has achieved Green Flag/ Heritage Site accreditation which recognises the historical importance of the site and its interpretation to others. In addition to the criteria of the Green Flag award the acknowledgement and understanding of the heritage value of the site must be demonstrated.
- 1.43 The City is committed to the continuous improvement of all its open spaces through regular external assessment. To achieve this, the City has been a supporter of the scheme since it was introduced in 1996.

#### **Working with the London Borough of Islington**

- 1.44 As Bunhill Fields is located in the London Borough of Islington we regularly work with officers on certain issues such as tree works (where we must apply for Conservation Area Consent), and planning permission for major works.
- 1.45 We also work with local schools in the area for a range of environmental and historical educational events. The Lyceum Primary School also uses Bunhill Fields as a play area during the day.
- 1.46 We recognise the responsibility we have to contribute towards outdoor leisure opportunities in the area, and therefore support their key priority of making Islington 'Cleaner, Greener and Safer'

## **Designations**

1.47 There are a number of designations made on Bunhill Fields which impact on its management:

- Registered as a Grade I entry on the National Register of Parks and Gardens.
- 75 of the tombs have been individually listed as either Grade II\* or Grade II.
- It is listed on the Buildings at Risk Register compiled by English Heritage.
- The London Borough of Islington's plan is formed of both The London Plan and Islington's Local Plan. The latter also refers to:
  - Ref No CA22: The Bunhill Fields and Finsbury Square Conservation Area
  - Finsbury Local Plan (Area Action Plan for Bunhill and Clerkenwell)
  - As an Archaeological Priority Area (ref. D43-45);
  - As a Site of Borough Importance (Grade II) for Nature Conservation (ENV 21-23, 28).



### Action Plan for Objective 1: A Well Managed Park

1.49 In order to support the objective of providing *a well managed Park*, the following projects and actions are proposed during the life of this Plan

Objective 1 – A Well Managed Park					
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 1a	Deliver an individual annual learning and development plan for all City Gardens staff.	CGMP	2015-2020	Low	Achieved and on-going.
OBJ 1b	Apply for grant funding to enhance all aspects of the site.	CMP OSBP	2017-2020	High	Reliant on success and personal to coordinate application.
OBJ 1c	Review applicability for an apprenticeship scheme in the City Gardens Team.	OSBP	2016/17	High	Reliant on success with City Bridge Funding application in 2015.
OBJ 1d	Undertake re-assessment in Investors in People.	OSBP	2019	High	Achieved corporately in 2014.
OBJ 1e	Maintain Green Flag status annually.	OSBP	2015 - Ongoing	Medium	Achieved Green Flag status since 2008.

#### 1.50 Key for Table

- OSBP – Open Spaces Business Plan 2014/17
- KPI – Key Performance Indicator Targets for section.
- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000
- CGMP – City Gardens Management Plan 2011- 2016
- CMP – Bunhill Fields Burial Ground Conservation Management Plan 2006

**Additional desirable projects**

1.51 Whilst funding is not available at present for all of these projects, we will continue to explore any additional funding opportunities offered during the life of this Plan:

- With the introduction of a high quality visitor centre including a café on site (subject to external funding), staff on site will need to undergo appropriate training so that the potential of the centre is realised.
- Staff presence on site is currently only during weekday core opening hours (7.30am to 3.30pm) throughout the year. To fully realise the historical value of this site, the optimum presence would be every day for the duration of the site being open. This increased presence could potentially be supported by volunteers and the Friends of City Gardens.

# Objective 2:

## A welcoming Park

### Accessing Bunhill Fields

- 2.1 There are two entrances to Bunhill Fields; one on Bunhill Row and the other on City Road. Both entrances have signage welcoming you to the site. The signs contain a large City of London crest as well as further details identifying who owns and manages Bunhill Fields, opening and closing times, contact details, a brief symbolised version of the bye-laws, a map of the site showing the location of key graves and a brief summary of the sites history. In addition, a 24 hour emergency number is also featured on the signs should it be needed.
- 2.2 There is also a notice board on the staff hut to inform visitors about various events taking place throughout the year.

### Something for everyone

- 2.3 A key part of our vision for Bunhill Fields is to provide facilities for all. Our overall aims for the key elements of the site during the life of this Plan are as follows:

**The Garden:** we will continue to develop and maintain this area as a tranquil, but well used, high quality horticultural space reflecting the design of Peter Shephard.

**Burial Area:** we will continue to maintain this area as a tranquil resting ground and seek to carry out regular maintenance of the memorials in order to allow people to continue to visit the memorials safely.

**Footpaths:** we will carry out regular inspections and repair of all footpaths with the aim of maintaining their current layout, width, surface treatment and improving the level of accessibility.

**Park furniture:** we will continue to maintain the benches, railings and signs in Bunhill Fields, and ensure that they are regularly inspected and refurbished. If replacements or temporary additions are required, they will be in the same style, and will be purchased from sustainable sources.

**Toilet facilities:** we will continue to explore funding opportunities to allow for them to be re-opened and maintained.

**Buildings:** we will preserve all buildings and structures through regular inspection and maintenance; and ensure that they continue to be fit for purpose.

**Trees:** we will continue to manage our diverse tree stock with the aim of maximising its amenity, historical and wildlife value through regular inspection and high standards of arboricultural care.

**Information and assistance:** we will continue to ensure that a minimum of one member of staff is on duty during core opening times. We will also improve the availability of Park literature by installing further leaflet dispensers and an improved information point at the staff hut.

### **Memorials**

- 2.4 Bunhill Fields contains a number of commemorative benches donated by park users. Due to the large number of trees already in Bunhill Fields, no commemorative trees are currently accepted.

### **Site accessibility**

- 2.5 All paths within Bunhill Fields are in a reasonable state of repair with no steep slopes. The entrance from City Road is level; however the entrance from Bunhill Row has a 5cm step from the pavement.

### **Addressing the Disability Discrimination Act (1995) requirements**

- 2.6 The City of London's Equal Opportunities Policy states that '*promoting equality will enrich our service delivery and ensure that our services are fair and sensitive to peoples needs*'. In order to achieve this, the City aims to:
- **ensure** staff are trained to meet the needs of disabled people
  - **ensure** that premises and services are physically accessible to all that need to use them
  - **provide** information in a medium most appropriate to the needs of the person requiring it
  - **provide** communication aids to ensure that disabled people can both understand the service being provided and be understood by the service provider
  - **involve** disabled people in the planning, monitoring and evaluation of services to ensure best practice and continuous improvement
  - **continue** its commitment to the recruitment and retention of people with a disability
- 2.7 The Disability Discrimination Act (DDA) 1995 makes it unlawful for service providers to discriminate against disabled people.

### **Our progress to date**

- 2.8 In order to assess the work required at Bunhill Fields to meet the DDA, an access audit was commissioned in 2005. The complete report is reproduced as Appendix 15 of the Bunhill Fields Burial Ground Conservation Management Plan.
- 2.9 In summary, the audit found that Bunhill Fields offers good accessibility, although a number of improvements were recommended to assist the access, movement and safety of both the public and staff when using the site. Some of these have been addressed through a previous DDA action plan in conjunction with the City Surveyors Department and have been incorporated, where possible, into the project lists in this Plan.
- 2.10 In planning any new future projects, developments, and initiatives for Bunhill Fields, full consideration will be given to the access needs of all visitors.

**Getting to Bunhill Fields by public transport**

2.11 The following bus services pass along the City Road:

- 21: Lewisham Centre to Newington Green
- 43: Halliwick Park to London Bridge Station
- 76: Tottenham Hale Bus Station to Lower Marsh
- 141: London Bridge to Palmers Green
- 214: Highgate School/Hampstead Lane to Finsbury Square
- 271: South Grove to Finsbury Square

2.12 The nearest underground stations are:

- Old Street (Northern Line): 10 minutes walk.
- Moorgate (Circle, Hammersmith & City, Metropolitan and Northern Lines): 15 minute walk.

2.13 The nearest National Rail stations are:

- Old Street: 10 minute walk
- Moorgate: 15 minute walk

2.14 Barclays Cycle Hire Docking Stations

- Bunhill Row, Moorgate
- Finsbury Square, Moorgate

### Project list

2.15 In order to support the objective of providing **a welcoming Park**, the following projects are proposed during the life of this Plan:

Objective 2		A welcoming Park			
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 2a	Provide interpretive media in alternative formats (i.e. QR codes, website, posters).	CMP	2016/17	Medium	On hold until funding identified.
OBJ 2b	Review and update the accessibility of internal walkways to improve accessibility of City Guides guided walks.	CMP	2018/19	Medium	Dependant on funding.
OBJ 2c	Additional signage on external gates to include name of site, contact details, opening times and no cycling pictogram.	CMP	2019/20	Medium	Funding required.
OBJ 2d	Interpret generations of visitors by highlighting footfall that has affected the York stone paving.	CMP	2017/18	Medium	Dependant on funding.
OBJ 2e	Develop an audio tape to tell the story of Bunhill Fields.	CMP	2016/17	Medium	Dependant on funding.
OBJ 2f	Update entrance map to reflect City of London, Open Spaces identity which will provide clearer and more accessible information.	CMP	2017/18	Medium	Funding dependant.
OBJ 2g	Provide a tactile plan of Bunhill Fields.	CMP	2016/17	Medium	Dependant on funding.

Key for Table

- OSBP – Open Spaces Business Plan 2014/2017
- OSS – Open Spaces Strategy 2014
- CGMP – City Gardens Management Plan 2011- 2016
- HSAR – Annual City Gardens Health and Safety Audit Review
- CMP – Bunhill Fields Burial Ground Conservation Management Plan 2006
- KPI – Key Performance Indicator Targets for section
- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000

**Additional desirable projects**

2.16 Whilst funding is not available at present for these projects, we will continue to explore any additional funding opportunities offered during the life of this Plan:

Resurface the pathways within the fenced-off burial areas to a resin bound shingle type of material to improve access for those who have reduce

## Objective 3:

# A healthy, safe and secure Park

### Health and well being

- 3.1 Bunhill Fields has a number of facilities that can assist visitors in promoting healthy living through physical activities.

#### *Guided walks*

- 3.2 City Guides conduct a walk every Wednesday throughout the summer and provide visitors with information on the historical and horticultural significance of Bunhill Fields. The on-site gardener is also available to take visitors into certain sections of the burial areas upon request.

#### *Quiet relaxation*

- 3.3 The Garden provides an area where visitors can relax and contemplate in a quiet and beautiful environment. Secured seating is available and has been positioned to enable enjoyment of attractive views and the changing seasons.

### Equipment and facilities

#### *Toilets*

- 3.4 A public toilet, located near Blake's memorial, was re-opened in 2009 for public use. Due to the space constrictions it is not currently possible to provide access to disabled users, however if funding became available this would be pursued.

#### *First aid assistance*

- 3.5 First aid kits are available from the staff hut and in an emergency; ambulances are able to access Bunhill Fields.

#### *Park furniture*

- 3.6 All Park furniture is inspected on a weekly basis, with ad hoc visual inspections also carried out daily by the on-site staff as part of other duties. All benches are secured for safety and to prevent movement and as such, usually receive their annual painting/treatment in situ, with appropriate protection until suitable for re-use.

### Site inspections

- 3.7 To ensure that safety systems put in place are working, regular inspections are carried out both internally and externally. All inspections relating to the buildings in City Gardens are managed by the City Surveyors department. These checks include:
- Legionella checks in the water system
  - Electrical circuit and Portable Appliance Testing (PAT)



- Gas appliance servicing
- Building fabric inspections and repairs
- Fire and security alarm system servicing

3.8 Visual inspections of all areas of the City Gardens are carried out on a daily basis by staff as part of regular duties. However, a more thorough weekly/monthly and annual inspection is also carried out as follows

- Annual tree inspections
- *Massaria* inspections undertaken three times a year
- Annual memorial safety inspections
- Five yearly structural inspection for large memorial
- Workplace (mess-room) inspections every month
- Vehicle inspections on a monthly basis
- Ladders & safety platforms – quarterly
- Hard hat & harness system inspections once a year
- Machinery inspections every quarter
- Drivers licence checks on an annual basis

3.9 Any serious defects are reported to the Team Leader for action. Inspections are recorded, and checks are also carried out to ensure that the statutory inspections, that are the City Surveyor Departments responsibility, have also been conducted. Any issues arising from the inspection which are not under our power to resolve are logged on a separate defects sheet and passed onto the relevant person / department for actioning.

Although all City of London Corporation owned trees are subject to an annual inspection and in the case of mature London Plane trees more regular inspections as a result of the *Massaria* City Gardens staff carry out regular visual ground inspections, particularly following any severe weather.

### **Graffiti and vandalism**

3.10 If any graffiti or vandalism is noted through site inspections, it is dealt with as soon as possible. However, with the exception of a few isolated incidents, Bunhill Fields has not experienced serious problems in this area for a number of years.

### **Security in Bunhill Fields**

#### **Staff presence**

3.11 Bunhill Fields has a committed on-site gardener who carries out horticultural and cleansing duties as well as showing visitors to memorials where requested. During the summer months the staff member is supported on a part-time basis by a second gardener. Staff are supplied with a mobile phone and specifically identified staff are provided with a Skyguard which is monitored personal safety device as part of lone working.

#### **Park bye-laws**

3.12 Although staff regularly refer to the bye-laws and informally enforce them when dealing with anti social behaviour by asking people to leave Bunhill Fields, they do

not have the power to prosecute, and as such, rely on assistance from the local Police in dealing with persistent issues.

- 3.13 The bye-laws were last fully revised in 1912, and it is acknowledged that they would benefit from a City Gardens wide bye-laws review, but to undertake this would be dependant on available resources in the appropriate department.
- 3.14 Although we receive occasional enquiries regarding the reasoning for the 'no cycling' bye-laws, these are still outweighed by other requests that we do more to enforce these laws. In reality, despite whatever measures we put in place, there will always be a minority of Park visitors who will not follow certain bye-laws.

#### **Control of dogs**

- 3.15 The bye laws state that dogs are to be kept under control at all times, and that dog owners should clear up after their animals. The on-site gardener does pick up any dog fouling that has been left behind when undertaking cleansing duties.

#### **Police support**

- 3.16 Bunhill Fields falls within the Metropolitan Police boundaries and as such is included on their patrols. They can also provide a rapid response or a more targeted support service where requested.

#### **Vehicle management**

- 3.17 Vehicle safety procedures aim to reduce movements to an absolute minimum. Wherever possible, we avoid having vehicles in Bunhill Fields at all, but where it is essential, all vehicles must be informed of, and adhere to, our vehicle safety guidelines:
- **maximum** speed in Bunhill Fields is 5mph; hazard lights must be used at all times
  - always give way to all visitors and staff
  - all vehicles must be fitted with a reversing bleeper
  - in the event of having to reverse on site, a banksman must be used
  - due to the size restrictions of the main gate off City Road and the presence of burial vaults under the main path
  - the maximum weight of vehicle permitted is 1 tonne (although smaller vehicles should be used wherever possible)
  - any contractors' vehicles entering the site be provided with a permit outlining these procedures

#### **Health and Safety**

- 3.18 Under the Health & Safety at Work Act (1974), the City has a clear responsibility to conduct all its activities at Bunhill Fields in such a way as to ensure, so far as reasonably practicable, the health, safety and welfare of all its employees, contractors and visitors.

- 3.19 Health and safety (H&S) is given a very high priority in all areas of the Open Spaces Department, and is formalised through the Open Spaces H&S Management System, which includes twelve key indicators that all Divisions should be working towards:
1. **Organisation, Implementation and Communication:** Each Division must have a local H&S Plan and statement, and ensure that it is regularly updated, clearly communicated and understood by all staff.
  2. **Risk Management:** Each Division must have Risk Assessments and Safe Systems of Work in place that cover all activities, operations and premises and adhere to current legislation and City Codes of Practice.
  3. **Training:** All staff shall receive a thorough H&S induction followed by regular recorded and evaluated training determined by legislation, risk assessments and duties.
  4. **Volunteers, Contractors and Suppliers:** Each Division must have local arrangements to ensure that all third parties are working in accordance with H&S legislation.
  5. **Accident and Near Miss Reporting:** Each Division must have procedures to ensure the reporting, investigation and analysis of accidents, incidents and near misses in accordance with City and Departmental Codes of Practice.
  6. **City Central Support:** Each Division must have arrangements in place with the Department of Technical Services, the Occupational Health Section and the central H&S Section to ensure central support according to the schedules defined in the Open Spaces H&S Policy.
  7. **Checklists, Inspections and Maintenance Records:** Each Division must ensure that all statutory tests and inspections are undertaken in accordance with current legislation and that infrastructure is regularly inspected according to an accurate asset inventory.
  8. **Policies:** Based on Departmental guidance, each Division shall define site specific policies (as applicable) on Water Safety, Tree Safety, Play Equipment, Vehicle Safety, Events and Lone Working.
  9. **First Aid:** Each Division must have appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.
  10. **Emergency Action Plans:** Each Division must have plans and procedures to deal with emergencies and disasters.
  11. **Fire Safety:** Each Division must have appropriate fire safety equipment, training and procedures based on local fire risk assessments.
  12. **Monitoring and Review:** Each Division shall consider and review their local H&S Plan on an annual basis, advising the Open Spaces H&S Committee of any key issues arising from this process.

- 3.20 A City Gardens Health & Safety audit is carried out every two years, an action plan is prepared and delivered over the following months before a review is taken each year to ensure progress is made. Health and Safety is an agenda item at all team meetings to ensure staff are made aware of new legislation, share good practise and can review processes.

### Project list

3.21 In order to support the objective of providing **a healthy, safe and secure Park**, the following projects are proposed during the life of this Plan:

Objective 3	A healthy, safe and secure park				
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 3a	Annually review and set the H&S Audit Action Plan.	CGMP	2015 - 2020	Low	On-going.
OBJ 3b	Annual audit trail for all operational inspections.	CGMP	2015 - 2020	Low	On-going.
OBJ 3c	Seek funding to improve and purchase other forms of temporary seating such as deck chairs.	CGMP	2015 - 2020	Low	On-going.
OBJ 3d	Refurbish the toilet and where possible ensure it meets the BS8300 quality of access.	CMP	2017/2020	Medium	*see below.
OBJ 3e	Refresh personal safety training for all staff through approved training provider.	CGMP	2015	Medium	Refresh.
OBJ 3f	Annually review risk assessments for all Park tasks and produce 'working safely' staff guides.	CMP, HSAR	On-going	Low	Reviewed 2014.
OBJ 3g	Review and update policies and guidance for staff on all aspects of Park H&S.	CMP, CGMP, HSAR	On-going	Low	On-going.
OBJ 3h	Undertake a structural audit of large memorials every five years.	HSAR	Annual	Medium	Undertaken in 2014.
OBJ 3i	Undertake a 'wobble test' of all memorials, annually.	HSAR	Annual	Low	On-going.

Toilets - Structural building work is required (walls need to be moved) to provide an accessible toilet for disabled people, meeting the requirements of BS8300. This will require substantial funding that we will need to source.

Key for Table

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- HSAR – Annual City Gardens Health and Safety Audit Review
- CGMP – City Gardens Management Plan 2011- 2016
- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000

**Additional desirable project**

3.22 Whilst funding is not available at present for this project, we will continue to explore any additional funding opportunities offered during the life of this Plan:

- Install removable or drop-down security barrier at City Road entrance to reduce risk of unauthorised access and encourage cyclists to dismount.
- Refurbish the toilet provision to provide a high level of accessibility and baby changing facilities.

# Objective 4:

## A well maintained and clean Park

### Grounds maintenance

- 4.1 Since 2008, the City Gardens team have delivered an in house maintenance service managing the green spaces within the City including Bunhill Fields through a performance rather than a frequency based service delivery. This way of working allows for better measurement and planning of resources and cost.
- 4.2 Re-landscaping works are always carried out in the winter due to the lower footfall experienced in open spaces.
- 4.3 The City Gardens Manager meets on a bi - weekly basis with the Team Leaders to review current and future works. Progress is also discussed at monthly meetings and site visits between the Manager and Superintendent.

### Maintenance standards

- 4.4 The majority of maintenance tasks can be grouped into main categories. These are set out below, together with brief guidance on our service standards:

<b>Litter Collection:</b>	One recycling bins is provided in Bunhill Fields. Litter is not considered to be an issue in the site. However the on-site gardener does make regular rounds throughout the day to pick up any litter.
<b>Leaf Clearance:</b>	Full leaf clearance is carried out from October to December, by hand in shrub and flower beds, and by machine from paths and grass areas, with all leaf piles cleared at the end of each working day.
<b>Shrub bed maintenance:</b>	Beds are to be kept weed free throughout the year, which equates to approximately once a week in the summer. Watering as necessary to ensure healthy growth and formative pruning, as required, in accordance with the needs of the individual species.
<b>Garden grass cutting:</b>	The Garden grass areas are cut not shorter than 25mm and not longer than 45mm which equates to approximately once a week in the growing season. Clippings are removed and swept off paths at the end of each working day. Following each cut, all lawn areas are edged by hand.
<b>Tombstone maintenance:</b>	To be carried out as recommended in the Bunhill Fields Conservation Management Plan.
<b>Park furniture</b>	All park benches are checked daily, cleansed weekly and re-painted annually if required. All railings and fences are redecorated every ten years, but any badly worn areas are treated on an <i>ad hoc</i> basis.
<b>General cleansing:</b>	Pathways are swept regularly and leaf fall is picked up on a daily basis during autumn.

### **Litter and waste management**

- 4.5 The overarching aim of the 'Planning a Sustainable Future for the City of London, Waste Strategy 2013 - 2020' is:

*To increase reuse and recycling and reduce waste arisings and carbon impacts associated with waste management from householders, businesses and visitors within the City, to include City of London buildings and staff'*

### **Park waste**

- 4.6 Currently any litter collected on site, of which there is very little, is bagged and disposed of either to landfill or recycled. Improving the level of recycling in Bunhill Fields and City Gardens as a whole is a priority and various ideas on how to achieve this are currently being reviewed.
- 4.7 100% of green waste is collected and taken off site for composting.
- 4.8 In addition, all waste paper, plastic, glass, cans, cardboard and print/toner cartridges generated by offices within the City Gardens are recycled. Office staff are also encouraged to print and copy all documents duplex and to re use waste

### **Tree safety inspections and maintenance**

- 4.9 The Tree Strategy was adopted by the City on 15 May 2012 as a Supplementary Planning Document (SPD) being part of the Local Development Framework (LDF).
- 4.10 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.
- 4.11 Due to the presence of *Massaria* affecting London Plane trees across London increased inspections regimes and maintenance have been introduced across the City of London including Bunhill Fields.
- 4.12 Tree inspection procedure has been reviewed; all mature trees are surveyed annually and further quarter of the city's trees are surveyed on a rolling annual programme ensuring entire tree stock surveyed every 4 years.

### **Grounds maintenance equipment**

#### ***Induction***

- 4.13 In order to ensure the correct use and care of grounds maintenance tools and equipment, all staff receive an induction from an experienced member of staff before commencing a new task or operation. This system will be developed further to include more detailed records on individual staff competencies and the introduction of annual refresher training.



***Equipment and machinery***

- 4.14 The equipment and machinery required by Bunhill Fields is stored on-site where there is no public access.
- 4.15 There is a requirement across the Open Spaces Department to set a five year programme for the replacement of vehicles and large equipment. The City Gardens Manager therefore has a rolling replacement schedule for all grounds maintenance equipment.
- 4.16 In researching replacement options, we are committed to selecting models that reduce environmental impact, both in terms of energy consumption and noise pollution.

***Maintenance of equipment***

City Gardens Team staff undertake basic daily checks of all equipment before use, with any defects reported to the Team Leader in order that repairs can take place as quickly as possible. Each week, a member of staff carries out scheduled checks to all our machinery.

- 4.17 All annual servicing and major running repairs of grounds maintenance equipment is carried out annually by an external horticultural machinery specialist, who take the machinery away for works, although minor repairs are carried out where possible on site by garden staff.

***Tools & equipment inventories***

- 4.18** Details of all tools and equipment are logged on a computerised inventory system, which is updated regularly with information on new purchases or disposals. In addition, all information on the grounds maintenance fleet is recorded on the Open Spaces Department wide *Key 2* computer software package. This allows us to monitor the running and maintenance costs of each individual piece of equipment, thus informing decisions on eventual replacement.

***Fuel storage***

- 4.19 For health, safety and environmental reasons, petrol is not stored in bulk on site, but is instead kept in 25 litre containers within locked petrol storage containers.

***Personal protective equipment (PPE)***

- 4.20 All required PPE identified through risk assessments and accepted good practice is issued to the staff on an individual basis. This includes:
- protective suits
  - goggles for eye protection
  - ear protectors and ear plugs
  - gloves
- 4.21 In addition, a range of more specialists PPE is held by Team Leaders to issue for less frequent tasks. An audit of PPE equipment is carried out annually by each Team Leader to identify any requirements for new and replacement equipment.

### **Buildings and infrastructure maintenance**

- 4.22 All buildings and infrastructure maintenance is carried out on our behalf by the City Surveyors Department, who provide access to a buildings Surveyor, approved plumbing, electrical and building contractors as required, and also organise a range of statutory tests and inspections. The precise scope of the service provided is defined in a Service Level Commitment produced by the City Surveyors.
- 4.23 The City Gardens Manager and Surveyor meet on a monthly basis to discuss necessary repair and maintenance work, as well as any forthcoming major project work. In addition, a joint site inspection of all sites is carried out each July in order to record the condition of key assets and prioritise work for the following year against available resources.

### ***Long term plans***

- 4.24 To assist the forward planning process, City Surveyors maintain a rolling 20 year condition survey and plan for the repair, maintenance and improvement of buildings and infrastructure in City sites. This is reviewed annually through discussion between the Surveyor, Park Manager and Superintendent, prior to the Surveyor preparing an annual funding bid for the following year's work.
- 4.25 In the event that cyclical maintenance cannot be funded from local risk budgets a bid for supplementary revenue funding of specific projects is made by the City Surveyors Department.

### ***Minor repairs***

- 4.26 If repair work is necessary throughout the year, this is reported to the Surveyors contact centre by phone or email using a three stage priority system:
- **Priority one:** ensures a response within half a day
  - **Priority two:** ensures a response within three working days
  - **Priority three:** ensures a response (and quotation if necessary) within ten working days
- 4.27 In scheduling all maintenance work, we aim where possible to select materials and methods that minimise environmental impact, and with new projects, we particularly consider ways in which we can be more efficient with energy and water usage.

### ***Statutory inspections***

- 4.28 The City Surveyors Department is also responsible for arranging and recording the following statutory inspections to buildings within Bunhill Fields:
- portable appliance (PAT) testing (annually)
  - electrical circuit testing (every five years)
  - gas appliance testing/servicing (annually)
  - emergency light testing (every six months)
  - fire extinguisher and equipment testing (annually)

OBJECTIVE 4: A WELL MAINTAINED AND CLEAN PARK

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- water systems temperature and Legionella testing (quarterly)
- roller shutters inspection and service (annually)

### Project list

4.29 In order to support the objective of providing **a well maintained and clean Park**, the following projects are proposed during the life of this Plan:

Objective 4 A well maintained and clean park					
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 4a	Review existing purchasing practices with an aim to reducing waste through packaging.	OSBP	On-going	Low	Carried out in 2009.
OBJ 4b	Continue to undertake recycling and green waste collections from site.	CGMP OSBP	2015 - 2020	Low	On- going.
OBJ 4c	Feasibility study to be undertaken to build a Café and visitors centre.	CMP OSBP	2019	High	Reliant on external funding.
OBJ 4d	Paths are kept clear and clean of debris and algae.	CGMP	On-going	Low	On-going.
OBJ 4e	Continue to update Key 2 with machinery information and servicing.	HSAR	On-going	Low	On-going.
OBJ 4f	Continue with annual tree inspections and works and monitor <i>Massaria</i> closely (3 inspections a year).	HSAR	Annually	Medium	On-going.

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**Additional desirable project**

4.30 Whilst funding is not available at present for this project, we will continue to explore any additional funding opportunities offered during the life of this Plan:

- Design and build a café and visitors centre
- Purchase temporary seating in the form of deckchairs for use during the summer months, this was requested feedback from on site visitors surveys

# Objective 5:

## A sustainable Park

### Environmental Management

- 5.1 The Open Spaces Department recognises the challenges that the environment faces and its role in promoting good environmental management practice. The Department works hard to take a holistic approach to sustainable management and encourage best practice throughout the Corporation.

To help deliver the policy and to share good practice throughout the Open Spaces Department, a Sustainability Improvement Group (SIG), takes the lead. The SIG meet quarterly to encourage and enable the Open Spaces Department and the City of London Corporation to follow the principles of sustainability in all of its operations and activities. A member of staff from each section of the Open Spaces Department sits on the SIG in order to drive forward sustainable practices across the Open Spaces Department.

- 5.2 An Environmental Sustainability Working Group (SIG) also exists, that consists of representatives from different departments within the City of London. A member of the Open Spaces SIG sits on this group and feeds back to the Open Spaces Department via the SIG. In addition a 'Green Team' made up of members of staff from City Gardens Team, meet three times year to prepare and carry out actions from the audit as well as promoting sustainability activities within the section.

### Climate change

- 5.3 The influence of human activities on climate change is now recognised. For Bunhill Fields, and all open spaces, this presents a management challenge with more extreme weather events having a dramatic effect on hydrology, biodiversity and the built environment.

The City of London Corporation's Climate Change Adaptation Policy provides guidance for both existing and proposed open spaces. The aim of the policy is to reduce the risks to infrastructure and services from drought, heatwaves and flooding which are likely to increase and/or become more extreme due to the impacts of climate change.

- 5.4 Research is ongoing nationally and locally into the possible effects of climate change. This will help predict the long term effects on the local environment of the Park, and provide information on how to help protect Bunhill Fields environment through identifying priorities for improving conservation and sustainable working practices. All developments will be monitored closely during the life of this Plan, and where necessary, changes to landscape management techniques will be made.

## **Pesticides and Herbicides**

### ***Chemical use***

- 5.5 Herbicide use is kept to an absolute minimum and only applied in areas where cultural methods would prove too ineffective. Herbicide treatment at Bunhill Fields is only used when needed at a maximum of three or four times a year. No chemicals are stored at Bunhill Fields with all chemicals securely stored at the City Gardens Depot where full chemical use is recorded.
- 5.6 Pesticide use is kept to an absolute minimum with preference being given to other methods, such as pruning out pest damage or leaving it for natural predators to eradicate

### ***Storage of chemicals***

- 5.7 All chemicals are stored in a locked and purpose built store, with all usage logged in a chemical application book. A summary of the chemicals currently used in Bunhill Fields is set out below:

<b>Function</b>	<b>Chemical</b>	<b>Type</b>
Weed killer for use on paved areas	Gallup Amenity	Contact/translocated herbicide
Weed killer for use on paved areas	Roundup Biactive	Contact/translocated herbicide

### **Peat use**

- 5.8 The West Ham Park Nursery produces over 200,000 bedding plants a year for use in the City of London open spaces. Although peat was used as growing media for a number of years, staff at the Nursery trialled a number of reduced peat and peat-free mixes over recent years, and have for the last 6 years provided all bedding plants in a peat free mix.

### **Procurement**

- 5.9 Wherever possible, our aim is that all materials and consumables purchased for use in Bunhill Fields are as environmentally friendly as possible, by ensuring that:
- all shrubs and trees are sourced from sustainable sources
  - park benches are provided by a company using timber products from a sustainable source
  - all publications produced and used in the City Gardens are printed double sided and on recycled paper
  - equipment made from recycled, sustainable or ethically traded material is purchased where practical
  - tools and equipment are only replaced when they meet the end of their useful life

### **Green Waste management and recycling**

- 5.10 City Gardens carried out a feasibility study in relation to green waste recycling and found that there was no recycling facility within a square mile of Bunhill Fields. The However to reduce the amount of rubbish and waste going to landfill, two recycling bins have been in situ since 2011 to encourage visitors to separate recyclable with non- recycle waste. 100% of City Gardens green waste is composted at Cringle Dock in Battersea.
- 5.11 Any plant pots received from West Ham Park Nursery and our plant suppliers are returned there, where they are stored prior to being returned to the manufacturer for recycling.

### **Water management**

#### **Monitoring use**

- 5.12 As part of a City wide drive to reduce water usage, all water meters at the site are read on a monthly basis in order to maintain accurate records of consumption and highlight any potential leaks.

#### **Mulching**

- 5.13 All shrub bed and hedge base areas in Bunhill Fields are mulched on an annual basis to help retain moisture in the soil.

#### **Housekeeping: reducing water use**

- 5.14 All staff are aware of the importance of reducing water consumption and are regularly reminded of the need to turn off taps properly, report leaks as soon as possible, carry out watering in the early morning or late evening to reduce evaporation, and to avoid general wastage.

### **Energy management**

#### **Monitoring use**

- 5.15 Meter readings for all electricity and gas used in Bunhill Fields are recorded monthly to form annual and seasonal records of usage and to assist us in meeting the Department wide aim of reducing consumption by 5%, prior to a future change to a green energy supplier.

#### **Housekeeping: reducing energy use**

- 5.16 All staff are aware of the importance of reducing energy consumption and are regularly reminded of the need to ensure that lights, photocopiers and electrical machinery used in the City Gardens and offices are turned off when not in use and at the end of each working day.
- 5.17 Where possible, all lights within the City Gardens will be changed for low energy units based on light or movement sensors during the life of this Plan.



**Nature conservation**

- 5.18 Nature conservation and biodiversity is covered in Objective 6, a park that addresses conservation and heritage.

## Project list

5.19 In order to support the objective of providing **a sustainable Park**, the following projects are proposed during the life of this Plan:

Objective 5 A sustainable park					
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 5a	Every two years carry out a full sustainability review of City Gardens' practices and develop and implement an action plan.	OSBP CGMP	2016 - 2020	Low	City gardens were audited in 2014 and actions are being prioritised.
OBJ 5b	Investigate opportunities for further on-site recycling of green waste onsite through the creation of bays for leaf mould.	CGMP	2016-2017	Low	
OBJ 5c	Review energy and water consumption and set reduction targets.	CGMP, OPBP	On-going	Low	On-going.
OBJ 5d	Change or all existing light bulbs/strips in City Gardens for low energy units where possible and or install sensor activators.	CGMP, OPBP	2017/20	Medium	Being delivered through internal Sustainability Audit System.
OBJ 5e	Investigate use of electric vehicles in the City Gardens fleet when reviewing retendering fleet contract in 2019.	CMP	2019	High	
OBJ 5f	Purchase more energy efficient tools when replacing existing machinery.	CGMP, OPBP	2015 and ongoing	Medium	On –going.

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- CGMP – City Gardens Management Plan 2011- 2016
- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000

**Additional desirable project**

5.20 Whilst funding is not available at present for this project, we will continue to explore any additional funding opportunities offered during the life of this Plan:

- Contract hire an electric fleet of vehicles if and when improved technology allows.
- Replace all powered equipment with energy efficient tools when funding becomes available and when improved technology allows.

## **Objective 6:**

# A Park that addresses conservation and heritage

### **Cultural history**

- 6.1 Bunhill Fields has a rich and diverse cultural history spanning back over 400 years. It is registered as a Grade I in the register of Parks and Gardens and is also on the Heritage at Risk Register because it is located in a Conservation Area at risk. Bunhill Fields is also included in the Moorfields Archaeological Priority Area. In addition 75 of the tombs have been individually listed.
- 6.2 Bunhill Fields is also considered a site of Borough Importance Grade 2 for nature conservation. Although outside of the Square Mile, Bunhill Fields as a site managed by the City Gardens Team is included in the City of London's Biodiversity Action Plan 2010-2015.

### **A brief history of Bunhill Fields Burial Ground**

- 6.3 The following description is taken from the Bunhill Fields Conservation Plan as compiled by Louise Cooper during 2005 for Land Use Consultants. For more detail please refer to this document.
- 6.4 Bunhill Fields Burial Ground, 'the most celebrated Nonconformist burial ground in England', was the first Nonconformist burial ground in the British Isles. It was established in response to the 1662 Act of Uniformity which led to a general refusal by Anglican priests to inter in church ground those who would not recognise the ecclesiastical supremacy of the King. The continued reluctance of the Anglican Church to read burial service over Dissenters led to the growth of burial grounds attached to Nonconformist meeting houses during the eighteenth century.
- 6.5 Bunhill Fields Burial Ground was the largest and longest established of London's seventeenth century 'suburban graveyards', with the land being leased by the City of London from 1315 (most sources cite 1514) until 1867. Bunhill is thought by many to be a corruption of 'Bone Hill', which area is reputed to have been the site of burials for over a thousand years. The first burials were thought to be Saxon and took place in the Finsbury Fen when the Finsbury Fields was part of an estate comprising three large fields in the Manor of Finsbury, and which were included in the lands of the Prebend of Halliwell and Finsbury belonging to the Dean and Chapter of St. Paul's. In 1549, cartloads of bones were brought here from the Charnel House in St. Paul's Churchyard and by about 1567; 'Bonhill' covered some 23+ acres.
- 6.6 In the mid-seventeenth century, a new burial ground to bury the victims of the Great Plague was proposed, and the site was enclosed with brick walls and gates. The burial ground did not ever received plague dead, the land was leased to John

Tyndall for a private cemetery, and it opened for burials in 1665. Many notable Nonconformists were buried at Bunhill Fields Burial Ground until its closure in 1854, by which time approximately 123,000 had been buried there. With its own history of decline and refurbishment over several centuries (including major works in the late 1860s), Mellor first described Bunhill in 1981 'as near as possible maintaining the appearance of the cramped City churchyards whose condition so shocked the 19<sup>th</sup> century reformers.'

- 6.7 Planning for post-war London began during WWII with plans in 1943 and 1944 by which time the population for Greater London stood at 8,379,948. By 1947, it was recognised that Bunhill Fields Burial Ground was in need of refurbishment, and in 1949 several landscape practices were invited to register interest in the project. After a protracted process, Peter Shephard was appointed Architect in 1962, and construction of a Garden of Rest was subsequently undertaken.
- 6.8 In 1960 the City of London (Various Powers) Act repealed the 1867 Bunhill Fields Burial Ground and vested the freehold in the City thereby empowering the City to administer Bunhill as a memorial burial ground accessible to the public, and for the purpose of restoring and keeping the grounds in good and decent state.
- 6.9 Of local significance at 49 City Road is the Wesley Chapel ('The Mother Church of World Methodism') opposite Bunhill Fields Burial Ground and John Wesley's own house, (built 1778 and 1779 respectively), and nearby are both the Honourable Artillery Company Grounds, and The Quaker Gardens (formerly burial grounds) in Banner Street.



Illustrated London News 1866

### **Conservation of the landscape and built environment**

- 6.10 The overall management policy for Bunhill Fields is to conserve the surviving strong character of the Burial Ground, through repair of the memorials, boundaries and paths and sensitive enhancements to the internal railings, together with enhanced

management of trees, grass and spring bulbs; reinforced by a planned maintenance regime for future care and budgetary planning.

- 6.11 Although the maintenance and care of these buildings and features is incorporated into the City Surveyors 20 year plan for Bunhill Fields, we aim during the life of this Plan to improve and secure the long term care and promotion of these features to help visitors understand their importance and value. We will also seek to ensure that these features and the wider Park environment are not adversely affected by development or works on or adjacent to Bunhill Fields.
- 6.12 The Conservation Management Plan 2006 laid out a restoration plan for Bunhill Fields. The management policy for each aspect is described and key tasks are outlined. The following is extracted from this plan.

***Management Policy - Memorials***

- 6.13 Conserve the stock of memorials through a prioritised phased programme of repair, followed up by appropriate planned maintenance and conservation work. The approach to conservation being one of minimum intervention avoiding major changes to the inherited appearance of the memorials while giving careful consideration to structural stability, general maintenance and cleaning; the latter requiring a careful balance between removing all natural growth and removing only that which is measurably harmful. The Conservation Management Plan outlines in detail the restoration works required to individual tombstones.

***Management Policy – Walls, railings and gates***

- 6.14 Conserve the walls, railings and gates through sensitive repair and appropriate works, restore the external railing to their original colours and repair and enhance the internal railings by re-painting in an appropriate historic colour; the latter is proposed to be ‘Invisible Green’ which is a heritage colour.
- Repair the east and west boundary walls
  - Repair and repaint internal & external railings and gates
  - Add discreet new railings and gates, in keeping with the historic character of the site, to enclose the southern winding path and allow safe increased public access without disruption and damage to the memorials.
  - Restore the cast iron burial-plot zone-markers and ensure that these are placed accurately on the boundary walls.

***Management Policy - Paths***

- 6.15 Conserve the existing varied paths (largely unchanged since the 1860s) through repairs to uneven and worn fabric and subsequent planned maintenance, retaining their distinctive materials and character while taking reasonable measure to ensure public safety.
- Increase access to the Burial area by re-opening one or more of the internal gravel paths to the public starting with the southerly serpentine path. This will require improvement to the path to allow full access compliance and it will also

require a full survey and assessment of the structural condition of the vaults beneath.

- Minor repairs to the main east west path
- The brick-sett paths in the garden area to be lifted, cleaned, re-laid and re-pointed where necessary.

***Management Policy - Buildings***

- 6.16 Ensure that the buildings on site are appropriate to its historic character, that they are fit for purpose and are actively used for maintaining the site or for enhancing public use and enjoyment of Bunhill Fields.

**Biodiversity and nature conservation**

- 6.17 We are committed to protecting, maintaining and enhancing nature conservation, in line with the City of London's Sustainability Policy which three main aims are:

- Contribute to building a strong, stable and sustainable economy which provides prosperity and

- 6.18 In order to share good practice and information throughout the Open Spaces Department, a Biodiversity Working Group was established in 2003 with representatives from all the sites. This is an important forum for sharing best practice, understanding funding schemes and sharing of knowledge.

- 6.19 Bunhill Fields is a Site of Borough Importance. This means that it provides good biodiversity and also sufficient access for the local community. The key reasons it was chosen as a site of borough importance is because:

- It has extensive historical significance in the famous people buried there
- It has a number of mature trees, particularly plane, lime, horse chestnut and sycamore, which provide good cover for birds such as the spotted flycatcher
- It has a good moss and lichen cover in the burial area, which although sensitive to atmospheric pollutants, appear to be thriving
- It has a colony of Spring Beauty (*Montia perfoliata*), the only place it grows within the City Gardens
- The garden area provides a peaceful and accessible area for relaxation
- It has further potential for improving biodiversity by planting common native woodland plants, less frequent mowing in certain areas and planting climbers.

- 6.20 When considering how to manage biodiversity in Bunhill Fields it is important to ensure that the reasons it is a site of Borough Importance are conserved and that further work is undertaken to enhance and develop the site.

### **Management Policy – Trees**

- 6.21 To conserve the historic pattern and the visual and ecological value of the mature trees, while undertaking sensitive tree works and tree removals to ensure a sustainable, healthy and safe tree stock, and to reduce shade cover harmful to the ground planting. This is to be achieved through:
- Thinning the canopies of the mature trees
  - Carefully removing selected trees which are in poor condition, are inappropriate species or are likely to become inherently dangerous
  - Maintaining the tree stock in the long-term by carefully placed new planting using root barriers as necessary to ensure minimum impact on burials, vaults and memorials.
- 6.22 Extensive tree work as described above was undertaken in the northern garden area of the site during 2008. These works are over and above the annual tree maintenance programme which concentrates on health and safety issues. Further tree works over the rest of the site will be undertaken on a rolling basis. These works will help ensure the canopy and overall look of the site is maintained.
- 6.23 To enable detailed information about each tree to be stored electronically and linked to a GIS based map and image library, the *Arbortrak* tree management software is used.

### **Management Policy - Grass**

- 6.24 Enhance the grass by re-seeding in worn or heavily shaded areas, by relaxing mowing regimes to increase biodiversity and by increasing the areas of spring bulbs and encouraging other non-invasive ground-cover plants, such as Spring Beauty.
- Extensive bulb planting to build up naturalistic swathe effect in the southern section of the burial ground has been undertaken over the last few years and is likely to continue at a smaller scale on an annual basis.
  - Due to the heavy footfall and shade created by mature Plane trees maintaining a sustainable quality grass area has been challenging. Reseeding the large areas of grass takes place annually. The team have piloted various methods including turfing and planting shade tolerant grass seed. During the earlier part of 2014 sensitive tree pruning of mature Plane trees above the grass area will take place to allow more light to encourage a healthier sward.
  - Where there are bare areas in other areas of the burial area, this will be reseeded with native flower rich woodland species (shade tolerant). The intention is to see what species are present and to then adapt the mowing/planting regime to maximise biodiversity.



**Management Policy - Shrubberies**

- 6.25 Renew the Shepherd planting of the northern shrub beds to restore the sheltered seating areas, adding colour and fragrance to the site and providing cover and food for birds. Undertake subsequent planned maintenance to ensure that the new planting becomes established and is then kept at its optimum density and character.

**Management Policy - Biodiversity**

- 6.26 Enhance the ecological interest of the site, taking opportunities to enrich habitat where this is complementary to the historic pattern and character of the burial ground.
- In replanting the shrub beds an effort has been made to use plants that are native and wildlife friendly in order to increase the habitat for local wildlife.
  - Ivy growing on the eastern wall has been sensitively maintained for both ecological and visual benefits, whilst taking into account structural requirements.
  - Where sufficient grass growth exists or is reinstated, and it is appropriate to do so, existing mowing regimes have been relaxed to encourage a taller sward structure and in effect start creating wildlife meadows
  - Bird, bat and insect boxes continue to be maintained throughout the site
  - Bird feeders throughout the site are maintained as appropriate
  - London Bee Keepers Association continue to manage a hive at Bunhill Fields

**Minimising our impact**

- 6.27 The timing and methods of maintenance operations in Bunhill Fields are planned to minimise any impact on wildlife habitats. For example, unless in an emergency, tree work is not carried out in the nesting season and where at all possible, deadwood/cavities in trees are retained to provide habitats for hole-nesting birds, bats and insects.

OBJECTIVE 6: A PARK THAT ADDRESSES CONSERVATION AND HERITAGE

**Project list**

6.28 In order to support the objective of providing **a Park that addresses conservation and heritage**, the following projects are proposed during the life of this Plan:

<b>Objective 6 A park that addresses conservation and heritage</b>					
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 6a	Carry out a five-year programme of repairing and repainting the internal railings (20% per annum).	CMP	2015 - 2020	Low	50% has been achieved.
OBJ 6b	Continue to increase the relaxed mowing regime to allow for meadows to develop along the far edges of the burial area in additional areas.	CMP	On-going	Low	In some areas of the site.
OBJ 6c	Spike, top-dress and seed poorly developed shaded grass areas in the garden area in time for summer use.	CGMP	2015 - 2020	Medium	Experimented with various methods, reseeded has been the most successful.
OBJ 6d	Continue developing and gapping up annually the shrub beds in the Peter Shepherd inspired designs.	CGMP	2015 - 2020	Low	
OBJ 6e	Review and refresh the City Gardens Biodiversity Action Plan 2015 -2020.	CGMP	2015	Low	
OBJ 6f	Roll-out tree works programme for burial area 30% per annum as per management policy and Tree Strategy.	CMP CGMP	2015 - 2020	Medium	
OBJ 6g	Retain Green Flag/Heritage status.	CMP	2015 - 2020	Low	Achieved since 2008.
OBJ 6h	Update Conservation Management Plan.	CMP	2017 - 2020	High	Dependant on resources available.

OBJECTIVE 6: A PARK THAT ADDRESSES CONSERVATION AND HERITAGE

Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 6i	Repaint the iron wall plot markers.	CMP	2011/12	Medium	Review priority and when funding is available.
OBJ 6j	Maintain the bird, bat and insect boxes, replacing when necessary.	CMP CGMP	Annual	Low	Ongoing and subject to funding.

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OBJECTIVE 6: A PARK THAT ADDRESSES CONSERVATION AND HERITAGE

**Additional desirable projects**

- 6.29 Whilst funding is not available at present for these projects, we will continue to explore any additional funding opportunities offered during the life of this Plan:
- 6.30 The City Gardens team have been liaising with English Heritage to improve the localised historical signage around the site to be implemented when funding is made available.

## **Objective 7:**

# **A Park where community involvement is encouraged**

### **Understanding of current use of Bunhill Fields**

- 7.1 In setting priorities for the management of Bunhill Fields, it is essential that we have a good understanding about how and why the site is used. More in depth surveys are carried out every four years which annual 60 second survey carried out across City Gardens site including Bunhill Fields by members of the City Gardens Team. The rating stated for the overall impression of the site is also used as key performance indicator for all Divisions in the Open Spaces Department. The surveys are designed to take a snapshot of their visit to the site at that particular time and give members of the public to provide feedback.

A summary of the findings of the 60 Second Survey conducted in summer 2014 are:

- Bunhill Fields is a popular site frequented more by local residents than by visitors. Length of visits was therefore longer at weekends than on weekdays.
- Around three-quarters of respondents used the gardens most frequently for eating lunch with the others using it for gardens for relaxation.
- A large proportion of visitors use the site as a thoroughfare between Bunhill Row and City Road.
- Over three-quarters of respondents rated the overall impression of Bunhill Fields as 'very high'

- 7.2 The key user groups of Bunhill Fields are:

- Local residents
- Volunteers
- Local workers
- One-off or infrequent visitors who come to look at the historical side of Bunhill Fields
- Local schools who use the grassed area for playtime or lessons

- 7.3 Future surveys, both annual and longer term ones, should be used to continue to collect user information and satisfaction levels. There are several ways this can be achieved:

- Visitor satisfaction surveys on a regular basis (every 1-4 years)
- Feedback through customer care emails/post/calls (clear advertisement of contact details to be provided on all publications and notice boards)
- Feedback through a year round online survey
- Complete 60 second user feedback questionnaires to be completed on an annual basis during the peak visitor months (March – October)

### **Audience Development Priorities**

- 7.4 Develop the audiences for Bunhill Fields Burial Ground, based largely on the existing user-groups, but increasing active involvement and enriching enjoyment of the site through volunteering opportunities and enhancing the access and interpretation aspects.
- 7.5 Develop the links between Bunhill Fields, the Wesley Chapel and Quaker Gardens through enhanced physical links, signage, joint marketing and educational initiatives. This will require the co-operation and participation of a number of external agencies such as London Borough of Islington.
- 7.6 Enhance physical and intellectual access to Bunhill Fields through minor changes to the fabric of the burial ground and increased interpretation in a range of formats while ensuring that the historic character of the site is conserved (as discussed in section 6).

### **Community involvement**

- 7.7 Community involvement is an essential part of any open space; it allows the community to take ownership and have pride in their local space where they can have a say in the development and maintenance of a site. It also benefits the site when the community are able to assist in projects and support various activities through helping to promote and or run them.
- 7.8 Bunhill Fields has a number of groups that have a vested interest in the site:
- The Friends of City Gardens
  - The Quaker Gardens
  - Wesley Chapel
  - Barbican Wildlife Group
  - Fortune Street Park Friends Group
  - Blake Society
  - Local Residents
  - Lord Mayor Scout Group
  - Barbican Children's Library
  - Prior Weston School
  - Lyceum School
- 7.9 These groups are very supportive of activities, events, and projects within Bunhill Fields and will involve themselves whenever possible.

### **School visits**

- 7.10 Bunhill Fields has two primary schools and one secondary school located nearby. The Lyceum Primary School uses the garden area for playtime during the day. We encourage schools to use Bunhill Fields as an outdoor learning resource by making regular contact with them and working on possible projects that would benefit both them and the City Gardens.
- 7.11 For the past five years, local school children and scouts aged 5-10 have visited Bunhill Fields to assist staff in the planting of native bulbs. This remains a valuable project, as the children often take 'ownership' of the areas that they have planted and come back for later visits to see how their bulbs are growing.
- 7.12 Children from the Lyceum Primary School assisted in the refreshing the Peter Shepherd's planting in 2013.
- 7.13 Children from the Golden Lane summer Holiday playgroup assisted in filling up and erecting insect houses, bird feeders, and bird and bat boxes in the grounds of Bunhill Fields.

### **Community events**

- 7.14 As the partnership working between Barbican Children's Library and the City Gardens has worked so well it is intended to hold an event of some kind in Bunhill Fields each year to coincide with the theme of the national 'Big Read' over the summer months.
- 7.15 The City Guides carry out guided walks around Bunhill Fields usually Wednesday lunchtimes during the summer months. The on-site gardener is also able to provide informative walks when requested by visitors.
- 7.16 Approaches for external parties to hold events that widen the appeal and accessibility of Bun hill Fields to local residents and the wider community are welcomed.
- 7.17 The annual Open Garden Squares Weekend which usually takes place in June includes Bunhill Fields. For the first time in 2013 volunteers manned the grounds and provided interpretation leaflets and over saw a family treasure hunt that had been designed for the burial ground by a group of corporate volunteers.

### **Volunteering**

- 7.18 Promoting and increasing volunteering is a focus for City Gardens and features within the Open Spaces Department Business Plan to develop quality volunteering opportunities and promote and increase corporate volunteering. The Open Spaces Department have a Volunteer Improvement Group that focus developing a volunteering improvement to identify volunteering opportunities across City Gardens including Bun hill Fields.
- 7.19 Since the establishment of Friends of City Gardens in 2013 the activities and events on offer have significantly developed to offer a broader range of long term volunteering opportunities and events. The activities have been designed to engage with all groups within the community.

**OBJECTIVE 7: A PARK WHERE COMMUNITY INVOLVEMENT IS ENCOURAGED**

7.20 Volunteering within Bunhill Fields is an activity that is being developed and will be implemented in some form during the life of this plan. It is likely that it will be brought in under the City of London’s volunteer programme. In order to provide further clarity as to what volunteering opportunities exist, a yearly planner has been produced (see table below) which highlights typical volunteering opportunities and activities that happen throughout the year.

7.21 Bunhill Fields now benefits for the addition of a part-time volunteer that is directly managed by the City Gardens team. The purpose of the role is to assistance the onsite gardener with general duties.

<b>Volunteering opportunities at Bunhill Fields – Yearly Planner</b>		
<b>Month</b>	<b>Activity</b>	<b>Community Involvement</b>
<b>January</b>	RSPB Big Garden Bird Watch	Local schools and residents
<b>February</b>	Nesting boxes	Bird and bat boxes are removed from trees and cleaned with the help of local volunteers
<b>March</b>	Planting snowdrop/wildflower plugs	Snowdrops are planted by local school children/volunteers
<b>April</b>	Habitat surveys Painting railings	Schools, volunteers and the Friends of City Gardens
<b>May</b>	City Guides Walks	City guides conduct walks around the site every Wednesday during April through to October annually.
<b>June/ July</b>	Open Squares Week end	Walks and talks, treasure hunt and providing information
<b>August</b>	Celebration events	Run by the Friends in partnership with other stakeholders
<b>August/ September</b>	Reading Challenge	Joint initiative run between City Gardens and the Barbican Children’s Library
<b>October</b>	Willow Weaving	Local school children help to prune the willow structure and repair any damage with the cuttings.
<b>November/ December</b>	Spring Bulb Planting	The Friends of City Gardens, Scouts, local school children and residents are invited to help plant spring bulbs.



**Encouraging further opportunities**

- 7.22 The Bunhill Fields team occasionally receive approaches regarding the possibility of further opportunities for community involvement, including Scout and Cub group activities and gardening clubs. We view these as an opportunity to encourage the community to become more involved in Bunhill Fields and will offer assistance wherever possible and appropriate to encourage groups to make use of the site.

OBJECTIVE 6: A PARK THAT ADDRESSES CONSERVATION AND HERITAGE

**Project list**

7.23 In order to support the objective of providing **a Park where community involvement is encouraged**, the following projects are proposed during the life of this Plan:

<b>Objective 7</b>		<b>A park where community is encouraged</b>			
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 7a	Annual native bulb planting with FoCG, community groups corporate volunteers and school groups.	CGMP	On-going	Low	
OBJ 7b	Development of volunteer improvement plan to identify opportunities for community engagement and funding for improvements.	OSBP CGMP	2014-2020	Low	
OBJ 7c	Commission a visitor survey of Bunhill Fields to compare results with the 2012 survey and in preparation for the five year revision of the Management Plan.	OSBP, CGMP	2016	High	Results available from 2012 survey.
OBJ 7d	Work with local schools to develop education sessions based on the new 2014 curriculum to engage children with the environment and history of Bunhill Fields.	CMP, CGMP, OSS	2015 - 2020	Low	
OBJ 7e	Support Friends of City Gardens to develop the eastern enclosure focusing on biodiversity enhancements and identifying future opportunities.	CMP, CGMP		Medium	This project started in 2013.
OBJ 7f	Provide external and onsite training for volunteers to carry out an annual programme of biodiversity surveying to engage users with the site.	CMP, CGMP	2015	Low	Review and refresh of the current City Biodiversity Action Plan.

## OBJECTIVE 6: A PARK THAT ADDRESSES CONSERVATION AND HERITAGE

### Key for Table

- OSBP – Open Spaces Business Plan 2014/2017
- OSS – Open Spaces Strategy 2014
- KPI – Key Performance Indicator Targets for section
- CMP – Bunhill Fields Burial Ground Conservation Management Plan 2006
- HSAR – Annual City Gardens Health and Safety Audit Review
- CGMP – City Gardens Management Plan 2011- 2016
- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000

### **Additional desirable project**

7.24 Whilst funding is not available at present for this project, we will continue to explore any additional funding opportunities offered during the life of this Plan:

Explore opportunities for a play ranger to run interactive play groups after school, at weekends and during summer holidays, to include bringing history to life

## Objective 8:

# A well marketed and promoted Park

### Information and interpretation

- 8.1 We recognise the importance of promoting Bunhill Fields locally, regionally and nationally in order to encourage visits, share good practice and raise our overall profile.

#### Marketing

##### Website

All marketing and promotional information about Bunhill Fields is placed on our web site which was relaunched in 2012 [www.cityoflondon.gov.uk/openspaces](http://www.cityoflondon.gov.uk/openspaces), which is regularly updated. Information on Bunhill Fields is also included on a number of other web pages including Time Out and Your London sites.

##### City Gardens E-Newsletter

An e-newsletter is produced three times a year, and provides information on current events and work programmes, future projects, staff and information on how visitors can be more involved in Bunhill Fields.

##### Bunhill leaflets

A free leaflet providing information about Bunhill Fields, the range of facilities provided, our history, and how visitors can help us manage the site was produced in 2007, and is currently available by downloading via our web site.

##### Map

As part of the leaflet, a map of Bunhill Fields was produced detailing the location of all facilities and local transport routes. In 2008, the map was reproduced on the main entrance signs, and can also be downloaded from our web site.

### **Annual Report**

From 2014, the Open Spaces Department produces a five year report setting out what the department has achieved over the last year, reports from the individual Superintendents regarding the sites that they manage, and a break down of expenditure for each site. This is distributed to all Park staff and local organisations, and is available to visitors on request.

### **Events / Activities**

Throughout the year there are various events and activities and these are advertised within Bunhill Fields, on the website and elsewhere. Events include the annual Reading Challenge in the summer, guided walks throughout the summer provided by the City Guides, as well as native bulb planting and other wildlife activities throughout the year.

The City Gardens team are always on the look-out for new and innovative events and activities to hold.

### **Entrance signs and noticeboards:**

Both entrances have welcome signs, the notice board on the staff hut provides information on where to pick up the free Park leaflet and map, the entertainment programme, advertising of events that are happening elsewhere in the City of London, and contact details for people to acquire further information.

### **Well informed and easily identifiable staff**

All Park staff are provided with green uniforms that identify them as City of London staff. In addition, all staff are trained in customer care, are familiar with this Plan, and are able to relay a range of facts about the history and management of the site to members of the public.

**National awards**

- 8.2 To promote Bunhill Fields on a national scale, allow comparison with others and celebrate the high standards achieved at the site, we recognise the value of entering national awards.

**Resources**

**Press releases**

- 8.3 All promotional material produced by Bunhill Fields office is sent to the City's Public Relations team, to enable them to consider whether any items should be converted into press releases.

***Mailing list***

- 8.4 To enable information to be sent out quickly and efficiently to local schools, clubs and organisations with an interest in the site, as well as all residents within a one mile radius, a mailing list is maintained at the City Garden office.

**Filming**

- 8.5 In common with all City open spaces, we welcome the use of Bunhill Fields for filming through our established agreement and charging policy, provided it does not compromise the ability of other visitors to enjoy the site.

## Project list

8.6 In order to support the objective of providing **a well marketed and promoted Park**, the following projects are proposed during the life of this Plan

Objective 8 A well marked and promoted park					
Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 8a	Develop a range of presentations for use with local schools, community groups and interest groups.	CMP	On-going	Medium	Some presentations are already available.
OBJ 8b	Install a series of interpretative QR codes around the site highlighting points of historical and environmental significance.	CMP	2016/17	Medium	
OBJ 8c	Consider re-printing the history book and making it available as a PDF to be displayed on our website.	CMP	2016/17	Medium	Not electronically available.
OBJ 8d	Review and enhancement of Bunhill Fields webpage including development of an interactive map with details of notable memorials and development of access to online burial records.	CMP	2017/18	Medium	
OBJ 8e	Review and update interpretation material to incorporate the new 2014 Open Spaces Identify. This includes onsite signage and on line down loadable leaflets.	CMP OSBP	2017/18	Low	Identification of funding required.

### Key for Table

- OSBP – Open Spaces Business Plan 2014/2017
- OSS – Open Spaces Strategy 2014
- KPI – Key Performance Indicator Targets for section

OBJECTIVE 6: A PARK THAT ADDRESSES CONSERVATION AND HERITAGE

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- CMP – Bunhill Fields Burial Ground Conservation Management Plan 2006
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- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000

**Additional desirable project**

- 8.7 Whilst funding is not available at present for this project, we will continue to explore any additional funding opportunities offered during the life of this Plan:
- Convert the staff hut into an information point
  - Recruit and train volunteers to provide to man a visitors centre at times when staff are not available



## **Delivering, monitoring and reviewing the Plan**

- 9.1 This Plan is intended as a 'working document' to guide both the day to day management and long term vision for Bunhill Fields over the next five years and beyond.
- 9.2 During this period, there will undoubtedly be a number of factors that will require the Plan to be updated and revised, and it is proposed that this will be carried out through ongoing monitoring by the City Gardens management team, and an annual review process.

### **Annual reviews**

- 9.3 Each March, the Plan will be reviewed by the staff team, and a short report prepared outlining:
- achievements against the project list over the past 12 months
  - additional tasks completed
  - any circumstances that have arisen during the period and their implications for the remaining life of the Plan
  - proposed projects and priorities for the following 12 months
- 9.4 The report will also form a record of the past year in Bunhill Fields and will therefore include:
- a breakdown of visitor numbers to Bunhill Fields, playground, sports facilities and summer entertainment programme
  - a summary of visitor views from the annual survey, comments cards and from any other feedback received
  - findings from site wildlife and biodiversity surveys
- 9.5 The report will be made available to site users, forming the basis of a display on the Bunhill Fields noticeboards and the City Gardens web pages.

### **Measuring success**

- 9.6 Carrying out an annual review of the Plan and producing a summary report will help identify whether we are meeting our overall objectives. In addition, through continuing to be judged annually against the national Green Flag criteria and holding annual satisfaction surveys, we will determine our progress against the overall vision for Bunhill Fields, which is:

***'To maintain Bunhill Fields Burial Ground as a valuable, historic property with rich cultural, natural and social attributes at a local, national and international level.'***

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

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