



Open Spaces and City Gardens

Date: MONDAY, 20 APRIL 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)
Deputy Robert Howard
Wendy Mead
Barbara Newman
Jeremy Simons
Michael Welbank
Alderman Gordon Haines (Ex-Officio Member)
Virginia Rounding
Verderer Peter Adams (Observer)
Graeme Smith

Enquiries: Natasha Dogra tel: 0207 332 1434
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 or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 1 - 6)

4. **UPDATE ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A verbal update will be provided by the Director of Open Spaces on the following: the Green Infrastructure Task Force, the Rural Payments Agency and the Various Powers Bill.

For Information

Open Spaces

5. **ST MARY-AT-HILL CHURCHYARD ENVIRONMENTAL ENHANCEMENT SCHEME**
Report of the Director of the Built Environment.

For Decision
(Pages 7 - 20)

6. **OPEN SPACES BUSINESS PLAN 2015/16 - 17/18**
Report of the Director of Open Spaces.

For Decision
(Pages 21 - 64)

7. **APPROVAL OF EQUIPMENT FUNDING OFFERS**
Report of the Director of Open Spaces.

For Decision
(Pages 65 - 68)

City Gardens

8. **SUPERINTENDENT'S UPDATE**
A verbal update will be given on the following topics: Budgets; Personnel issues; Project works; Volunteering & Events; Property matters.

In addition, the Superintendent is to be heard on the extension of use of Seething Lane Garden by the developer of 10 Trinity Square.

For Information

9. **BUNHILL FIELDS BURIAL GROUND DRAFT MANAGEMENT PLAN (2015 -2020)**
Report of the Director of Open Spaces.

For Decision
(Pages 69 - 142)

10. **CITY GARDENS DRAFT EVENTS POLICY**
Report of the Director of Open Spaces.

For Decision
(Pages 143 - 180)

11. **ANNUAL COMMITTEE VISIT TO CITY GARDENS**
Report of the Director of Open Spaces.

For Decision
(Pages 181 - 184)

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.

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

16. **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
Monday, 2 February 2015

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 2 February 2015 at 2.30 pm

Present

Members:

Deputy Alex Deane (Deputy Chairman) - In the Chair
George Abrahams (Ex-Officio Member)
Alderman Gordon Haines (Ex-Officio Member)
Deputy Robert Howard
Wendy Mead
Barbara Newman
Virginia Rounding
Deputy Michael Welbank

Observers:

Verderer Peter Adams
Catherine Bickmore

Officers:

Natasha Dogra	Town Clerk's Department
Sue Ireland	Director of Open Spaces
Sam Cook	Remembrancer's Department
Louisa Allen	City Gardens Manager
Martin Rodman	Superintendent, West Ham Park and City Gardens
Lucy Murphy	West Ham Park Manager
Esther Sumner	Open Spaces Business Manager
Steven Chandler	City Surveyor's Department
Patrick Hegarty	Open Spaces Department
Alison Elam	Group Accountant, Chamberlain's Department
Edward Wood	Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Alderman Luder, Graeme Smith and Jeremy Simons.

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: The minutes of the previous meeting were agreed as an accurate record.

4. **UPDATE ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

The Committee received an update from the Director of Open Spaces and noted:

- The NASA report was published on 16/1/15 and it confirmed that 2014 was the world hottest year, with 38 consecutive years when the temperature rise has been above average and 2014 was Europe's warmest year since 1880.
- DEFRA's Natural Capital committee published its 3 year research report, charting the decline in natural capital and calling for a 25 year plan to halt decline. As well as plans for woodland, peat and wetlands; the recreational value of urban green spaces for health and wellbeing and urban air quality are recognised.
- The Green Infrastructure Task Force, which was to report for the (50yr) London Infrastructure Plan, met on 30/1/15. The force started by considering the functions of GI; Primarily - amenity, recreation and heritage conservation
It would now focus on health, well-being, transport (walking and cycling), ecological resilience. In the future it would investigate storm water, cooling and air and water quality.
- The Greater London National Park campaign was promoted by Daniel Raven – Ellison a National Geographic Emerging Explorer. The Director attended a workshop on 28/1/15 with AECOM who were offering support. Benefits were not currently but benefits for education and promotion resulting in behaviour change would be proposed.
- Later in 2015 a Basic Payments Scheme would replace Single Payments (after 10 years). Currently Open Spaces received £240kpa. Initial concerns were that we would not be able to be classified as farmers but lobbying from RSPB and the National Trust. Environmental Stewardship and English woodland grants would be transformed to NECMS – a new environmental land management scheme operated by Natural England.
- Various Powers Bill was in informal consultation stage before reporting to Management Committees in May and Open Spaces in June.
- The Annual Report presented a change to the 3 year promotional report with annual data inserted. Copies of the report were now available.

5. **SCHEDULE OF VISITS 2015**

Members noted that the visit to the Open Spaces and City Gardens would be rescheduled from 20th June 2015. The Superintendent would arrange a new date in consultation with the Chairman. Members also queried the dates of two consecutive visits by the Epping Forest and Commons Committee and asked the Town Clerk to investigate whether these could be rearranged.

Resolved: That the Schedule of Visits was agreed for 2015.

6. **INFRASTRUCTURE BILL**

The Committee noted the relevant provisions of the Infrastructure Bill, currently before Parliament, which would introduce a new regime to facilitate the control of non-native invasive species. Under this regime, Government bodies would

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 was unsuccessful, it would be possible to make binding orders requiring the landowner to take action or to pay the costs of doing so.

A Member asked whether or not a new Electronic Communications Code might have consequences for the City Corporation's open spaces and Officers asked to answer this query via email after the meeting.

RECEIVED.

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

The Committee noted that the Hampstead Heath Ponds Project remained 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.

Progress has also been made on the Highams Park Dam Project. Lake desilting was completed in December 2014 with removal of 5000m³ 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. Project completion is on target for March 2015.

RECEIVED.

8. **OPEN SPACES HEALTH & SAFETY AUDIT 2014**

The Committee noted that the Health and Safety audit was carried out across the Open Spaces Department annually to monitor arrangements under twelve H&S indicators. The twin aims of the process were to provide assurance as to the effectiveness of our management of H&S and support managers in carrying out their H&S roles.

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.

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

RECEIVED.

9. **CONSOLIDATED REVENUE AND CAPITAL BUDGETS - 2014/15 AND 2015/16**

Members noted the annual submission of the consolidated revenue and capital budgets overseen by the Committee. In particular, it updated 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.

RECEIVED.

10. **SUPERINTENDENT'S UPDATE**

The Committee received an update from the City Gardens Manager and noted the following:

Finance

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

Staff

A full complement of staff are in place.

Horticultural supplies tender

City Gardens officers were about to embark on a comprehensive tender for the supply of horticultural goods. The predicted volume of spend will mean that this will be an OJEU tender and the creation of a framework agreement. Once the contract is in place this will benefit Open Spaces, City of London departments and other boroughs with their procurement duties.

Project and work update

The team are nearly at the end of a comprehensive winter works programme due to be completed by the end of March. As follows:

St Andrew's Holborn

Hard and soft landscaping has been completed, except a hedge which will be planted by the end of March.

The City of London Boys' School

Soft and hard landscaping has been completed.

St Olave's Churchyard

Hard and soft landscaping has been completed except the planting of an herb garden which will be planted in warmer weather.

St Dunstan's in the East

Soft and hard landscaping improvements were about to take place and to include: tree pruning, realigning landscaped areas to respond to the heavy

wear and tear of the garden, relaying turf, comprehensive pruning of the climbers, re design and re planting of flower and shrub borders.

Barbican Estate – Beech Gardens

14 trees and 22,000 plants will be planted at the end of March as part of the Professor Nigel Dunnett scheme. Professor Dunnett will be supervising the layout and leading a resident planting day on the 20th March.

Events and activities

Friends of City Gardens led on the RSPB bird watch survey which took place at the end of January; a report will be published on the website, 15 people attended.

Customer feedback

City Gardens undertook 140 face to face surveys during the summer months, 90% of our customers considered the service either 'good or very good'.

Volunteer Hours

There was a significant increase in the amount of volunteers hours undertaken in City Gardens this calendar year, increasing from 3,207 hours (2013) to 4,264 hours (2014). This increase is most likely due to the establishment of the Friends of City Gardens who are now leading on a number of events and activities within City Gardens including City in Bloom.

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

The Committee received information regarding the production of a Bunhill Fields Burial Ground Draft Management Plan (2015 – 2020). Members noted 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.

Officers asked Members 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. Members agreed that Bunhill Fields was used as a thoroughfare and must be this must be referred to in the management plan.

Resolved: That Members approved the draft text of the Bunhill Fields Burial Ground Draft Management Plan 2015 - 2020 for public consultation.

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

There were no questions.

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

There was no urgent business.

14. EXCLUSION OF THE PUBLIC

It was agreed 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.

15. **NON-PUBLIC MINUTES**

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

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 3.10 pm

Chairman

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

Agenda Item 5

Committees:	Dates:	Item no.
Open Spaces and City Gardens Projects Sub	20/04/2015 06/05/2015	
Subject: St Mary-At-Hill Churchyard Environmental Enhancement Scheme	Gateway 3 Outline Options Appraisal	Public
Report of: Director of the Built Environment		For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>Dashboard Project Status – Green Total Estimated Cost – £100,000 Overall project risk – Low Total Approved Budget - £10,000 Spend to Date - £8,145</p> <p>St Mary-At-Hill Church is a Grade I Listed Building that was reconstructed by Sir Christopher Wren in 1677. The churchyard represents one of the few open spaces in the Fenchurch & Monument area, but it is not well used and is currently in a poor state of repair. The Fenchurch & Monument Area Enhancement Strategy identifies St Mary-At-Hill Churchyard as a key opportunity to increase access to, and enhance the quality and biodiversity of the churchyard for the increasing numbers of workers, residents and visitors to the area.</p> <p>The sum of £100,000 was allocated to the scheme through the ‘St Mary-At-Hill Garden Payment’ contained within the Section 106 Agreement for the redevelopment of 20 Fenchurch Street, and in September 2014 Members approved the initiation of a project at Gateway 2 to enhance the churchyard. This report is attached in Appendix 2.</p> <p>A Working Party has been established to guide the project, comprising key stakeholders from St Mary-At-Hill Church, the Diocese of London and City of London officers. The Working Party has established a series of objectives that are set out in Appendix 1 and form the basis of the project direction and the Gateway 3 approval.</p> <p>The maintenance of the soft landscaping within the churchyard is currently undertaken by the City’s Open Spaces Department by mutual consent, but with no maintenance agreement in place. Given the potential changes to the design of the churchyard, member approval will be sought at the next Gateway for officers to begin developing a formal agreement to carry out the works on the privately owned churchyard and a long term maintenance agreement for the space.</p> <p>Recommendations It is recommended that Members:</p> <ul style="list-style-type: none"> • Approve the Scheme Objectives as detailed in Appendix 1; • Authorise the progression of the project and the release of funds, as set out in Section 16 of this report. 		

Options Appraisal Matrix

See attached.

Appendices

Appendix 1	Schedule of Issues and Objectives
Appendix 2	Gateway 1/2 Project Proposal Report

Contact

Report Author	Luke Joyce
Email Address	Luke.joyce@cityoflondon.gov.uk
Telephone Number	020 7332 1928

<i>Proposal</i>															
1. Brief description	<p>Options for the enhancement of the churchyard will be developed based on the project objectives that have been agreed by the Working Party as set out in Appendix 1.</p> <p>The next steps to reach Gateway 4 will be the development of design proposals that will address key objectives established by the Working Party. Options will be presented back to committee at Gateway 4.</p>														
2. Scope and exclusions	<p>Scope The scope of the project will be focussed principally on re-landscaping the churchyard to create a more attractive, useable, publicly accessible space. Improving the drainage of the space, increasing the wayfinding into the space and developing a Maintenance Agreement are also key aspirations of the project.</p> <p>Exclusions Works to the church building.</p>														
<i>Project Planning</i>															
3. Programme and key dates	<table border="1"> <thead> <tr> <th>Task</th> <th>Target date</th> </tr> </thead> <tbody> <tr> <td>Design development</td> <td>Spring 2015</td> </tr> <tr> <td>Stakeholder consultation</td> <td>Summer 2015</td> </tr> <tr> <td>Gateway 4</td> <td>Autumn 2015</td> </tr> <tr> <td>Construction design</td> <td>Winter 2015 – 2016</td> </tr> <tr> <td>Gateway 5</td> <td>Spring 2016</td> </tr> <tr> <td>Start on site</td> <td>Summer 2016</td> </tr> </tbody> </table>	Task	Target date	Design development	Spring 2015	Stakeholder consultation	Summer 2015	Gateway 4	Autumn 2015	Construction design	Winter 2015 – 2016	Gateway 5	Spring 2016	Start on site	Summer 2016
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4. Risk implications	<ul style="list-style-type: none"> • Full cost of works exceed estimates As the design options are identified the anticipated cost of the scheme will be refined. • Objections to the works by key stakeholders Officers will be working in partnership with key stakeholders throughout the process. • Damage to heritage assets during construction Once the final design solution is agreed, the method and approach for construction works will identify potential risks and plan accordingly. • Below ground archaeology may affect the programme Identify the potential impact of works on below ground 														

	archaeology with City of London Historic Environment Team. Develop a design that will minimise the risk of problems occurring and establish other steps to manage the risk including a possible watching brief for the works.
5. Stakeholders and consultees	<p>The Working Party is chaired by the City of London, and comprises representatives from St Mary-At-Hill Church, the Diocese of London and City of London officers.</p> <p>As part of the next stage of design work, and before the next Gateway report, adjacent landowners, residents, Ward Members and other stakeholders will be consulted on the emerging proposals.</p>
<i>Resource Implications</i>	
6. Total Estimated cost	£100,000
7. Funding strategy	The St Mary-At-Hill Garden Payment Section 106 will be used to fund the project to the next Gateway. Once the preferred design and full cost of the works is established following Gateway 4, additional funding may be sought from a number of possible sources including Section 106, Community Infrastructure Levy and externally through the Church and the Diocese of London.
8. Ongoing revenue implications	The development of a Maintenance Agreement and the additional costs of ongoing maintenance of this space will be established prior to the next Gateway and factored in to the overall project budget.
9. Affordability	The funding currently available for this project through the St Mary-At-Hill Garden Payment will be utilised to develop a fully workable design for the space up to the next Gateway. Should additional funding be required to deliver the full scope of works, this may be sought from a number of sources, including third parties such as the Church. Should additional funding not become available, the works will be prioritised to enable the delivery of key elements of the scheme within the current budget.
10. Procurement strategy	Any consultants that are deemed to be necessary for the completion of this project shall be appointed by competitive tender through the City of London Procurement Service.
11. Legal implications	The creation of a Maintenance Agreement between The City of London and St Mary-At-Hill Church will be undertaken in conjunction with the City's Legal Team.
12. Transport implications	The space is privately owned and inaccessible to vehicles, therefore there are no transport implications.

13. Equality Impact Assessment	Officers have carried out an Equalities Impact Assessment, with results indicating that the project could deliver positive impacts for a number of user groups, particularly based around increased accessibility into the space and the church.																																																
14. <u>Recommendation</u>	It is recommended that Members approve the Scheme Objectives as set out in Appendix 1, and also approve the resources required to reach the next Gateway as set out in section 16 of this report.																																																
15. Next Gateway	Gateway 4 – Detailed Options Appraisal																																																
16. Resource requirements to reach next Gateway	<p>Total - £20,000 (additional £10,000) Staff costs (Environmental Enhancement) - £13,950 Fees - £6,050 Please see Tables below.</p> <p>Table 1 – Spend to Date</p> <table border="1" data-bbox="499 875 1490 1229"> <thead> <tr> <th>Description</th> <th>Current Approved Budget (£)</th> <th>Expenditure (£)</th> <th>Balance (£)</th> </tr> </thead> <tbody> <tr> <td>Pre-Evaluation</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Env Staff Costs</td> <td>300</td> <td>-</td> <td>300</td> </tr> <tr> <td>P&T Fees</td> <td>3,300</td> <td>1,769</td> <td>1,531</td> </tr> <tr> <td>P&T Staff Costs</td> <td>6,400</td> <td>6,376</td> <td>24</td> </tr> <tr> <td>TOTAL</td> <td>10,000</td> <td>8,145</td> <td>1,855</td> </tr> </tbody> </table> <p>Table 2 – Revised Budget</p> <table border="1" data-bbox="518 1323 1471 1711"> <thead> <tr> <th>Description</th> <th>Current Approved Budget (£)</th> <th>Additional Funds Required (£)</th> <th>Revised Budget to Next Gateway (£)</th> </tr> </thead> <tbody> <tr> <td>Pre-Evaluation</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Env Staff Costs</td> <td>300</td> <td>-300</td> <td>-</td> </tr> <tr> <td>P&T Fees</td> <td>3,300</td> <td>2750</td> <td>6,050</td> </tr> <tr> <td>P&T Staff Costs</td> <td>6,400</td> <td>7550</td> <td>13,950</td> </tr> <tr> <td>TOTAL</td> <td>10,000</td> <td>10,000</td> <td>20,000</td> </tr> </tbody> </table>	Description	Current Approved Budget (£)	Expenditure (£)	Balance (£)	Pre-Evaluation				Env Staff Costs	300	-	300	P&T Fees	3,300	1,769	1,531	P&T Staff Costs	6,400	6,376	24	TOTAL	10,000	8,145	1,855	Description	Current Approved Budget (£)	Additional Funds Required (£)	Revised Budget to Next Gateway (£)	Pre-Evaluation				Env Staff Costs	300	-300	-	P&T Fees	3,300	2750	6,050	P&T Staff Costs	6,400	7550	13,950	TOTAL	10,000	10,000	20,000
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Appendix 1 – Schedule of Issue and Objectives

St Mary-At-Hill Public Realm Issues & Objectives			
ID	Accessibility	Outcome / Objective	Next steps
A1	Stepped access into the space from both street and church entrances	AO1 An inclusive and accessible space for all users	To discuss this matter with CoL Access Team and establish the parameters of what would be required to create a space that is fully accessible to all users.
A2	Poor lighting may discourage some users		
A3	Gates currently controlled by church, but operated by businesses (Peek House)		
A4	Significant level change within the space	AO2 An appropriate intervention that delivers an accessible space with minimal disruption to existing structures	To establish the level of intervention that could be achieved without significant risk of disruption to existing structures.
A5	Below ground structures – difficult to change levels		
ID	Use/Function	Outcome / Objective	Next steps
F1	Conflicts between adjacent land uses (noise, appearance) and use of space	FO1 To encourage the managed use of the space in order to minimise conflicts between adjacent landowners	Contact adjacent landowners and establish potential issues/conflicts between users. Church to begin developing a vision of the future for the building to inform how new users/uses can be accommodated. To consult local stakeholders on what would encourage them to use the space.
F2	No connection/combined offer with other church spaces	FO2 To create a strong connection between the internal and external use of the church and accommodate the increasing activities of the church as a community facility.	
F3	Church seeking to develop as a community centre		
F4	Increasing footfall in coming years		
F5	Rubbish left in the space by users	FO3 To create a safe and welcoming space that	

F6	Space is not well used by local workers or residents	is managed and maintained with a sense of openness that enables movement through the space, without being design specifically as a route.	
F7	Space currently used as a cut through (for those who know the area)		
F8	Lots of children use the church		
F9	Space is not welcoming, particularly in winter or when raining		
ID	Design/Heritage	Outcome / Objective	Next steps
D1	Use of historic railings, walls and lead planter	DO1 To maintain a strong sense of local identity through re-use and reinterpretation of the historic fabric and materials within the space.	To catalogue all of the existing elements of architectural or historic interest within the space. To establish broad parameters around what type of planting would appropriate based on the local microclimate and scale of the space. To explore precedent of the use of contemporary lighting other historic buildings/churches.
D2	Headstones in poor condition, but a significant asset for the space		
D3	Inappropriate tree species for location	DO2 To incorporate soft landscaping into the space that is appropriate to the scale, character and setting of the churchyard.	
D4	Poor quality planters		
D5	Poor lighting & current appearance may discourage certain users	DO3 To develop a contemporary lighting scheme that creates a safe, secure and attractive space for all users.	
D6	Below ground conditions	DO4 A modest and appropriate design solution that minimises the likely impact on structures below ground.	

ID	Maintenance	Outcome / Objective	Next steps
M1	No current maintenance agreement in place between church and CoL	MO1 A clear maintenance agreement in place where all parties are fully aware of their roles and responsibilities for the upkeep of the churchyard.	<p>To create an interim arrangement for the works to, and maintenance of the space in the short term via an exchange of letters</p> <p>To develop a long-term maintenance agreement between the City and the Church.</p> <p>Church to address management issues relating to the maintenance of adjacent building via the churchyard</p>
M2	No consideration given to the management/maintenance of adjacent building and how this could impact on space		
M3	Problems with drainage	MO2 A functional space that utilises both natural and engineered drainage solutions to effectively mitigate existing and potential future issues associated with water run-off within the churchyard.	To explore most appropriate options and locations for drainage within the space.
M4	Significant potential to explore how to manage the space in the future in terms of seating/tables, resources and space	MO3 A space that is flexible and adaptable to the changing needs of its users.	Church to establish the potential for additional resources/space that may be required to ensure a flexible space for a range of uses.

ID	Wayfinding	Outcome / Objective	Next steps
W1	Difficulty finding the space from wider area	WO1 To improve the overall legibility and knowledge of the space throughout the wider area.	Church to explore how the collective offer is currently publicised. To establish the existing level of signage and wayfinding in adjacent streets and within the wider area.
W2	Currently no connectivity between the local churches		
W3	Camels and clock provide informal wayfinding	WO2 To improve the visibility of the space from the adjacent streets through a combination of formal and informal wayfinding methods.	
W4	Poor legibility of entrance from street		

Appendix 2 – Gateway 1/2 Project Proposal Report – For Information Only

Project Gateway 2	
Project: St Mary-At-Hill Churchyard	Public
Report of: Director of the Built Environment	For Decision

Overview

<p>1. Spending Committee Streets & Walkways Sub-Committee</p>
<p>2. Project Board A Project Board is not recommended given the scale and nature of this project. Regular design team meetings will be held with the project team and Senior Responsible Officer.</p>
<p>3. Area Strategy Authorising Committee and date of Authorisation The project area lies within the boundary of the Fenchurch & Monument Area Enhancement Strategy (approved by Court of Common Council on 25/04/13).</p>
<p>4. Brief description of project The project is focussed on the general improvement and landscape enhancement of a private churchyard of the Grade I Listed St Mary-At-Hill Church.</p> <p>The project objectives are:</p> <ul style="list-style-type: none"> - Re-landscape St Mary-At-Hill Churchyard to create a more attractive, useable, publicly accessible space; - Increase greenery and biodiversity in the area; - Deliver a space that is commensurate with the architectural quality and heritage value of the church; - Explore the potential for public art within the space; - Enhance the legibility of the space as an important local asset; - Improve accessibility into the space; - Explore options for refuse management; - Provide increased facilities for cultural/leisure activities for workers and visitors to the area. <p>The project scope will include:</p> <ul style="list-style-type: none"> - Liaison and design development with internal and external stakeholders; - Developing and consulting on design options; - Construction <p>A map of the proposed project area is shown in Appendix 1.</p>
<p>5. Do materials used comply with ‘material review’ approved use? Yes.</p>
<p>6. Success Criteria</p>

- Rejuvenation of St Mary-At-Hill Churchyard, with improved seating, lighting and soft landscaping
- Mitigation of anti-social behaviour wherever necessary;
- Improving accessibility for all people and particularly those with mobility impairment;
- Improving air quality in the immediate vicinity of the site;
- Increasing biodiversity in the immediate vicinity of the site;
- Increasing the sense of health and wellbeing for people using the area.

7. Key options to be considered

Key options will be based on the palette of materials – hard and soft landscaping, lighting and furniture.

8. Links to other existing strategies, programmes and/or projects

The project will link with the relevant local area strategy as noted above.

9. Within which category does this project fit?

Fully reimbursable.

10. What is the priority of the project

Advisable.

Financial Implications

11. Likely capital/supplementary revenue cost range

£0 – £250k (anticipated value of project being £100,000).

12. Potential source (s) of funding

The scheme is externally funded through the Section 106 Agreement relating to the redevelopment of 20 Fenchurch Street. The ‘St Mary-At-Hill Garden Payment’ within this agreement assigns the sum of £100,000 for funding of improvements to the churchyard.

Given that this is a privately owned space, any potential for match funding from the church will be scoped.

The enhancement of a Grade I Listed Building may provide a justification for additional heritage based funding from English Heritage or Heritage Lottery Fund, but this is not considered essential for the successful completion of the project.

13. On-going revenue requirements and departmental local risk budget (s) affected

The area is currently maintained by the City Open Spaces Department. New landscaping may result in additional revenue costs dependent on the design options recommended. Any specific additional revenue costs will be identified and considered at the options appraisal stage and built into the project implementation budget. All efforts will be made to ensure that additional revenue costs are kept to a minimum and the period covered by the Section 106 is maximised.

14. Indicative Procurement Approach

It is anticipated that all works will be undertaken by the City’s term contractor,

J.B. Riney. The use of J.B. Riney will be confirmed in future Gateway reports.

15. Major risks

Overall Project - Low Risk

Risk breakdown:

1. Full cost of works unknown

As the design options are identified the likely cost of the scheme will be established. The scope of the project will be tailored to ensure delivery within the available Section 106 funding.

2. Project exceeds budget

Monitor costs closely and phase expenditure based on essential and optional elements of the scheme to ensure the budget is not exceeded.

3. Key stakeholders – (the church) oppose the proposed enhancement works

Officers will provide detailed information and briefings to stakeholders throughout the design and evaluation stages, including wider consultation with local residents.

16. Anticipated stakeholders and consultees

Anticipated external stakeholders:

- St Mary-At-Hill Church;
- Local residents;
- Owners / occupiers of adjacent buildings;
- English Heritage;
- City of London Police.

17. Sustainability Implications

It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. This will be confirmed as design options are refined.

18. Resources requirements to reach next Gateway

Total - £10,000

Staff allocation - £10,000 This will allow the City to progress the project to Options Appraisal at Gateway 3, conduct consultation work including liaison with local stakeholders and to prepare necessary reports back to Members. This represents approximately 100 hours, including input of the Principal Project Officer and Assistant Director.

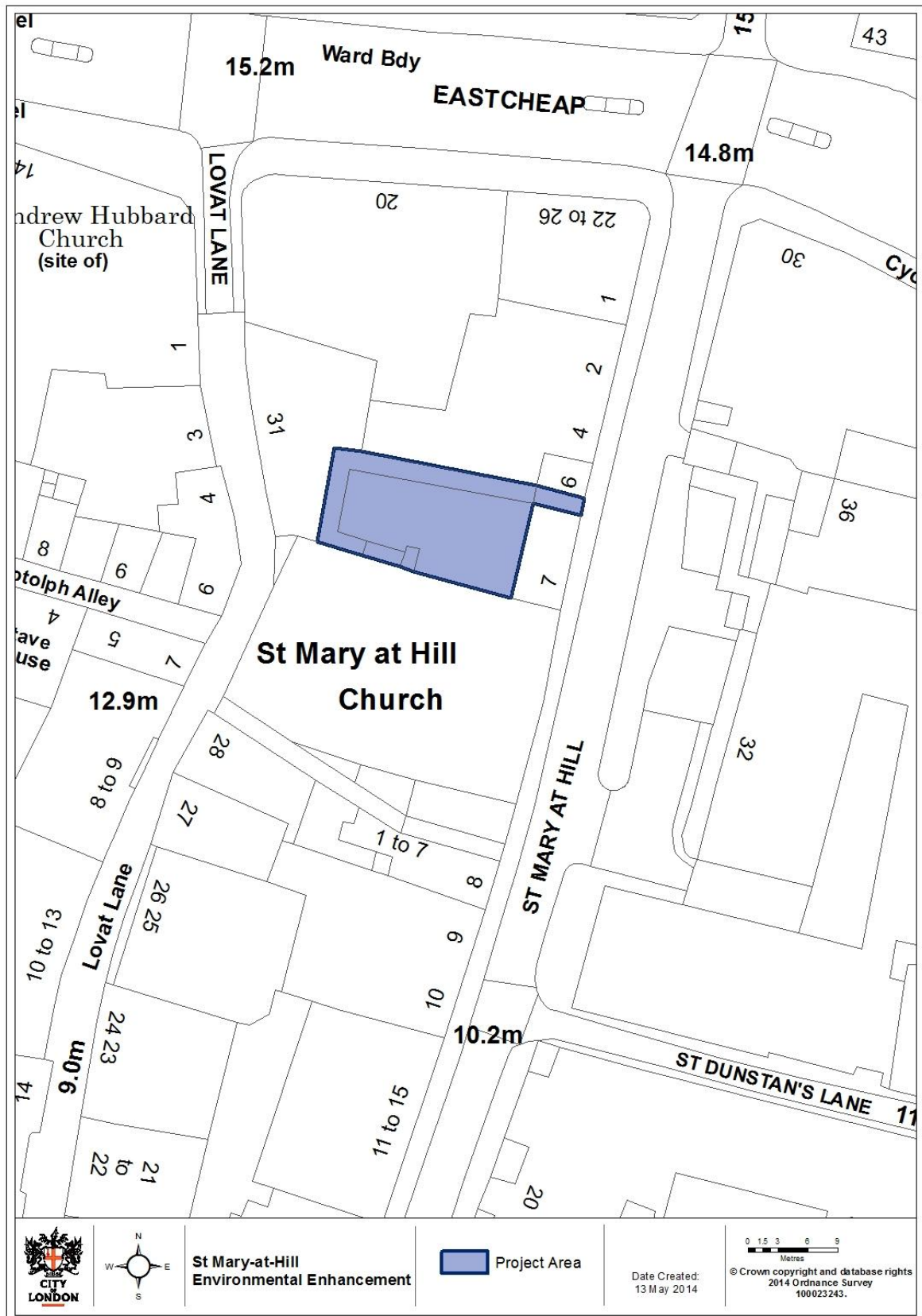
Given the restricted budget for this project, it is not recommended that a landscape design consultant is appointed but rather utilise internal urban design, open spaces and heritage expertise.

All costs and fees will be funded from the St Mary-At-Hill Garden Payment contribution from the 20 Fenchurch Street S106 agreement.

19. Approval Track

Light.

Map of the project area



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Agenda Item 6

Committee(s):	Date(s):
Open Spaces & City Gardens - For Decision	20 April
West Ham Park - For Decision	20 April
Port Health - For Decision	5 May
Epping Forest & Commons - For Decision	11 May
Hampstead Heath, Highgate Wood & Queen's Park - For Decision	18 May 2015
Subject: Open Spaces Business Plan 2015/16 – 17/18	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>The Open Spaces Business Plan 2015/16 – 17/18 focuses on delivering our charitable objectives and our four departmental objectives:</p> <ul style="list-style-type: none"> • Protect and conserve the ecology, biodiversity and heritage of our sites • Embed financial sustainability across our activities by delivering identified programmes and projects • Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer • Improve the health and wellbeing of our communities through access to green space and recreation <p>The delivery of these objectives is supported by a number of corporate, departmental and divisional projects and programmes. These are illustrated on our roadmap. These programmes are an ambitious plan for change which will allow our charities to operate more effectively both individually and as a collective, to deliver of objectives in a way that is effective and sustainable.</p>	
Recommendation	
It is recommended that Members approve the Open Spaces Business Plan 2015/16 – 17/18	

Main Report

Background

1. In line with City of London business planning guidance, the Open Spaces Business Plan covers a three year period and is reviewed on an annual basis.

Current Position

2. The business plan for 2015/16-17/18 presents a slightly changed approach from previous years as it focuses on the department's roadmap for key programmes and projects. Roadmaps have started to be introduced across the City of London to illustrate priority projects including a timeline and milestones.
3. The roadmap presents an overview of programmes and activities and it is supported by a suite of project and programme management documents which include a new "Opportunity Outline", "Corporate Impact Assessment", "Project Initiation Document" and "Highlight Report". These documents form the basis of a new corporate gateway process for the scoping, delivering and monitoring of non-capital projects.
4. The Open Spaces department has been at the forefront of adopting the new roadmap approach as we believe it will help us in delivering our ambitious programme of change. This programme will allow us to achieve our departmental savings over the next three years while focusing our attention and activities on delivering and understanding outcomes for our communities.

The Open Spaces Charities

5. This year the business plan also reflects the significance of our eight charities – Ashted Common, Burnham Beeches & Stoke Common, Coulsdon & Other Commons, Epping Forest, Hampstead Heath, Highgate Wood & Queen's Park, West Ham Park, West Wickham Common and Spring Park. Although each of the charities has slightly differently stated charitable objectives, they focus on the preservation of the open space for public recreation and enjoyment. These twin goals of preservation of space and community benefit are reflected in our vision and our departmental objectives.
6. The recognition of our charities has been highlighted this year as a reminder of our obligations as custodians of our open spaces for the benefit of our communities. This is reflected by the new Open Spaces identity which highlights each individual charity.

Departmental Objectives

7. The business plan presents four departmental objectives, which support our charitable objectives:
 - Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial sustainability across our activities by delivering identified programmes and projects
 - Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
 - Improving the health and wellbeing of our communities through access to green space and recreation

8. Our achievement of these objectives is supported by our roadmap projects and programmes.

Key Projects and Programmes

9. The projects and programmes which form the roadmap are:
 - Learning
 - Sports
 - Various Powers Bill
 - Promoting our services
 - Energy efficiency
 - Fleet and equipment review
 - Wayleaves
 - Ponds Project
 - Lodges and operational property review
 - Car parks
 - Cafes
10. The roadmap also reflects a number of corporate projects which will have an impact on the work of the department – service based review; strategic energy review; customer service transformation; oracle business intelligence; City People (I-Trent) upgrade; Investors in People and revised appraisal system roll out.

Key Performance Indicators

11. A new set of indicators were introduced in last year's business plan. The department is now looking to develop these indicators further with a "basket of indicators" which will sit behind each KPI which will allow us to consider a broader range of performance measures.
12. An additional KPI – energy efficiency and sustainability – has been introduced to reflect the importance this is considered by the department. The targets have been taken from the department's Sustainability Improvement Plan.

The Cemetery and Crematorium

13. As in the previous business plan, a different set of KPIs are included for the Cemetery and Crematorium to reflect their operation as a business rather than a charity. These are:
 - Maintain 24% market share of cremation
 - Maintain 8% market share of burials

- Income compared to income target
- Target of 60% of cremation using the new fully abated cremator

Corporate & Strategic Implications

14. The delivery of the Open Spaces Business Plan 2015/16 – 17/18 will support the City of London’s strategic aim “to provide valued services to London and the nation” and the key policy priority of “maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency”.

Conclusion

15. The roadmap which forms the basis of the Open Spaces Business Plan illustrates the eight key programmes that will deliver change and improvement across the department over the next three years. By working together more effectively as a department, we will support each of our charities in delivering to their communities.

Appendices

- **Appendix 1 - Open Spaces Business Plan 2015/16 – 17/18**

Esther Sumner

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Open Spaces Business Plan 2015/16 – 2017/18

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1. Director's introduction

We began 2014/5 by looking at the longer term; considering what Open Spaces will need to provide for communities over the next 50 years. Many of the landscapes we manage require long term planning. With the projected growth in London's population, pressures on the NHS and education, as well as substantial reductions in central government grants which have left local authorities with major decisions to make over the levels of service they provide; we determined to focus on ensuring our green spaces would be able to meet the challenges of these changes. Whilst the City of London Corporation is not simply a local authority, we do provide local services. Like other organisations, we are facing serious economic challenges; we are, however, working hard to ensure our financial position remains stable. In reviewing our services we are challenging what and how we provide them, as well as the way we currently operate. This will, allow us to explore more efficient, effective and innovative ways of working. We have used this work to develop a programme of change for 2015 onwards.

As well as planning ahead, there were some significant achievements in 2014. The two reservoir projects – Hampstead Heath's Ponds and Epping Forest's Highams Park Lake – have been examples of excellent joint working with engineers from the Department of the Built Environment, as well as community engagement. Highams Park now has a new dam and significantly less silt, as well as achieving a solution for the home of the local scout canoeists. At Hampstead Heath, following a successful outcome of the Judicial Review and planning permission, work has been able to start on site; achieving the tight planned timescale. Both projects have benefitted from some great staff support, working closely with a wide range of community groups.

Other projects that have made good progress include the Cemetery and Crematorium Shoot, providing additional burial space, where work is now ready to be commencing on site in 2015/6. The Kenley Heritage Lottery Project, involved an interesting workshop on maintaining heritage assets and now has all resources in place to commence work on site later in 2015. As significant part of the grazing strategy was achieved with the completion of the Great Gregory's buildings providing overwintering facilities for 170 cattle including Epping's longhorn and red poll cattle as well as City Common's Sussex cattle. This will enable the herd to grow further in subsequent years, improving wood pasture management.

We are indebted to both staff and volunteers for all their achievements in 2014; with nearly 50,000 volunteer hours, up 10% on 2013, volunteers enable us to together achieve some significant projects; for example the visitor surveys at Epping Forest and the woodland management at City Commons. I was delighted that two Superintendents, Bob Warnock and Andy Barnard, were successful in their appointments to new roles within the Department.

The introduction of a new visual identity, focussing on our charitable trusts, has started to draw together messaging for each site. We continue to focus on improving our web site; seeking to understand the requirements of our customers and using social media to support their interest. We have made good use of QR codes on some sites to direct further information and visitor experience.

This Plan provides our direction for 2015/6 and beyond; focussing on ensuring our green spaces are preserved for recreation and enjoyment, whilst protecting local biodiversity and heritage; providing opportunities for both community and individual enrichment. Our projects are challenging all of us

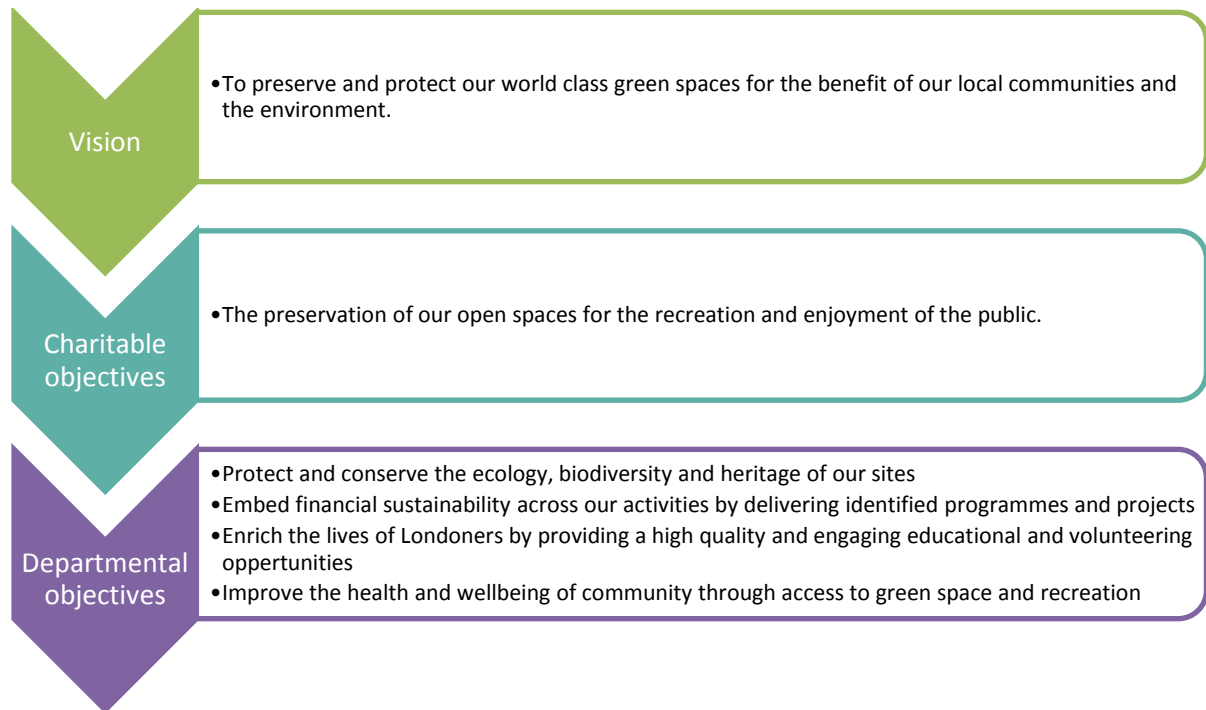
to do things differently and some of them will require our staff to develop new skills – particularly around developing ideas into financially viable projects, managing projects and managing change. Each of our divisional training plans will need to reflect these new requirements alongside day-to-day operational considerations.

In preparing for change, we recognise the need to develop staff skills both in project management, leadership and managing change; as well as developing management information to better understand our customers, empower staff and achieve improvements and efficiencies. Specific projects will focus on the opportunity that the introduction of a Various Powers Bill will enable; a strategic property review and a new Learning Strategy. We will seek further opportunities to become more efficient through energy and fleet reviews, together with achieving additional funding from wayleaves, car parking, cafes and other opportunities to promote our services. Although our focus must be on developing our skills, reducing costs and increasing income; there are several significant projects that must also be delivered. The Ponds Project will be a year for considerable upheaval on site, whilst construction starts; working with the community to ensure the short term impact is limited where possible. At Epping Forest the new management plan will be presented for public consultation.

These projects present an ambitious programme of change that will allow our charities to operate more effectively in delivering their objectives and our Departmental objectives, in a way which is effective, efficient, sustainable and wide reaching.

2. Our vision and objectives

The Open Spaces Department is integral to the service that the City of London offers to the community of London and beyond. Our green infrastructure contributes to ecological diversity and conservation as well as positive outcomes for people - enjoyment, recreation, wellbeing and health.

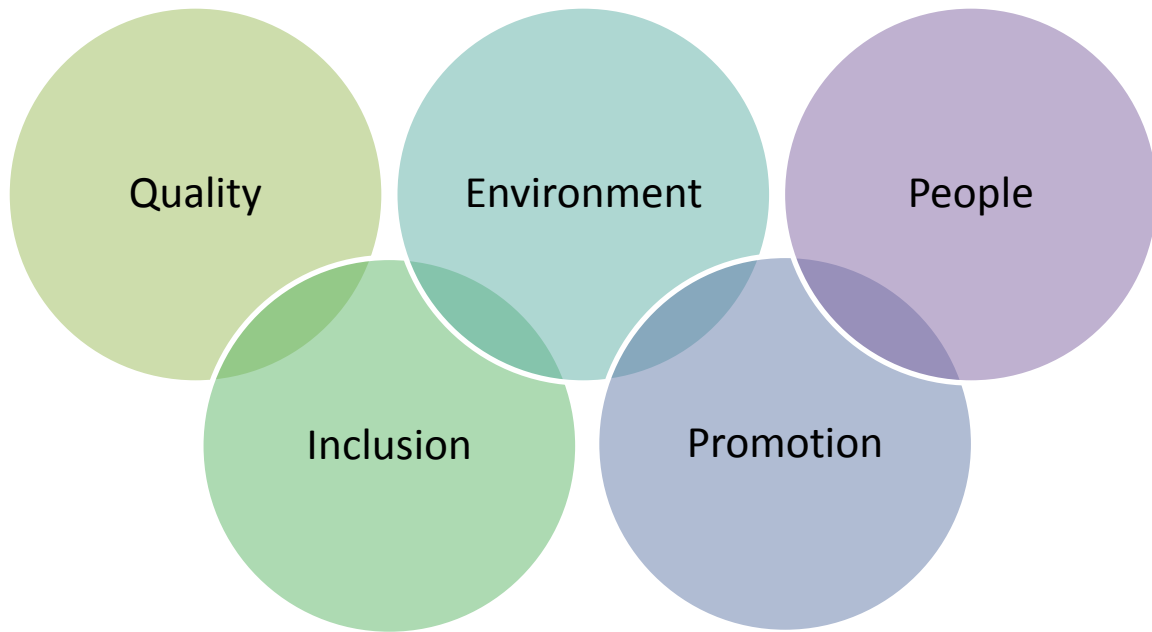


This vision reflects the objectives of each of our eight charities, which focus on the preservation of our green spaces for the recreation and enjoyment of the public. The objectives for each of our charities are included in appendix 2.

The Department's objectives reflect our charities' joint focus on communities and the landscape we all enjoy. Through this business plan, the Open Spaces Department through its charities at Ashted Common, Burnham Beeches & Stock Common, Coulson Common & Other Commons, Epping Forest, Hampstead Heath, Highgate Wood & Queen's Park, West Ham Park, West Wickham Common & Spring Park and as well as our Cemetery & Crematorium will:

- Protect and conserve the ecology, biodiversity and heritage of our sites
- Embed financial sustainability across our activities by delivering identified programmes and projects
- Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities
- Improve the health and wellbeing of community through access to green space and recreation

In delivering our charity and departmental objectives, we are also conscious of our five departmental values of quality, inclusion, environment, promotion and people; and the City's values of lead, empower and trust.



3. Delivering our key priorities

The delivery of our charitable objectives for each open space and our four departmental objectives is supported by a number of corporate, departmental and divisional projects and programmes. These are illustrated on our departmental roadmap.

Roadmaps are being introduced across the City of London to illustrate priority projects including a timeline and milestones. Each roadmap presents an overview of programmes and activities and it is supported by a suite of project and programme management documents which include new “Opportunity Outlines”, “Corporate Impact Assessments”, “Project Initiation Documents” and “Highlight Reports”. These documents form the basis of a new corporate gateway process for the scoping, delivering and monitoring of non-capital projects.

Our departmental roadmap also reflects those corporate cross cutting projects which will impact on the department, as well as those projects that we are running as a Department. Our departmental programmes are:

Learning	<ul style="list-style-type: none"> •City Bridge Trust Bid Education strategy and operating model Golders Hill Park Zoo and Queen's Park Children's Farm One O'Clock Club Volunteering and outreach work at City Gardens and West Ham Park Hampstead Heath education and play facilities
Sports	<ul style="list-style-type: none"> •Sports strategy Charging Paddling pools Wanstead Park changing facility improvement Hampstead Heath Lido Golf course recovery Online sports booking Operating model
Various Powers bill	<ul style="list-style-type: none"> •Management powers Income generation Enforcement
Promoting our services	<ul style="list-style-type: none"> •Market research Events Charging Commercial activity Promotion of charities Increase awareness of services Understanding of costs Digital development
Energy efficiency	<ul style="list-style-type: none"> •Audit of property Reduction in utility usage Increase electricity generation
Fleet & equipment review	<ul style="list-style-type: none"> •Audit of equality and costs Disposal Management options
Wayleaves	<ul style="list-style-type: none"> •New charging model Annual process of review Enforcement
Ponds Project	<ul style="list-style-type: none"> •Engineering and landscaping project to improve dam safety, improve water quality and create diverse habitats
Lodges and operational property review	<ul style="list-style-type: none"> •Identification of surplus property Exploration of short and long term leasing opportunities Disposal of surplus assets Income generation
Car Parks	<ul style="list-style-type: none"> •Divisional based projects considering charging strategy and infrastructure to support this
Cafes	<ul style="list-style-type: none"> •Development of food sales, concessions and cafe Service improvements Increased income

Together these projects present an ambitious programme of change that will allow our charities to operate more effectively together in order to deliver each of the charities' objectives and our departmental objectives in a way which is effective, efficient, sustainable and wide reaching. Our roadmap is attached at appendix 1.

A separate list of future capital projects is included at appendix 3. However over the next three years the Department will primarily be focusing on our roadmap projects and programmes. As a result only those capital projects associated with roadmap projects have been added to the business plan.

4. Performance measures

As the Directorate undertakes the change programme as part of our key priority projects and programmes to secure financial sustainability and to meet our key objectives, it will be increasingly important for staff to have access to information about our customers and our business performance to inform decisions.

New Key Performance Indicators (KPIs) were introduced in 2014/15 – Conservation, Customer Satisfaction, Finance and People Management. These will continue as: Preserving the ecology and biodiversity of our sites, Customer Satisfaction, Finance and Developing our staff. A new indicator, Energy efficiency and sustainability, has been added to reflect two of our roadmap projects – Energy Efficiency and Fleet Review.

To enable decisions to be based on good evidence, we are developing the performance indicators established by the previous business plan. To facilitate this, a broader basket of site specific indicators will sit behind each KPI. These will drill down into further detail. The development of a broader range of indicators will also enable us to recognise the variety and differences between each of our 14 open green.

KPI	Performance 2014/15	Basket of Indicators for 2015/16
Preserving the ecology and biodiversity of our sites	Target of all sites having either a current management plan or work on next plan initiated met by the end of 2014/15	<ul style="list-style-type: none"> • Sites with current management plan • Green flags awards • Green heritage awards • SSSI condition • London in Bloom awards • Heritage assets at risk
Customer satisfaction	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	<p>Completion of hundred 60 second surveys for each site</p> <p>A basket of indicators will be developed during 2015/16 following a market segmentation exercise and as part of the Promoting our Services roadmap project. These indicators will link to COL Customer Strategy</p>
Finance - Income as a percentage of local expenditure (actuals)	<p>Goal of increase percentage for 14/15 compared to 13/14</p> <p>TBC at year end</p>	<ul style="list-style-type: none"> • Road map projects successfully delivered • Net profit evaluation of events • Net profit evaluation of commercial activity
Developing our staff	<p>Target of trainings spend of 1.5% of direct employee costs</p> <p>TBC at year end</p>	<p>Target of training spend of 1.5% of direct employee costs</p> <p>A basket of indicators will be developed during 2015/16 that link to Investors in People, a training analysis and a departmental workforce strategy. It</p>

		is anticipated that these indicators will consider the effectiveness of training and how it is contributing to the business; staff progression and retention; development of core skills over and above business specialist.
Energy efficiency and sustainability	Performance against the Department Sustainability Improvement Plan	<ul style="list-style-type: none"> • Reduce utility consumption by 2.5% per annum • Reduce fuel consumption by 5% per annum • Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)

The Cemetery & Crematorium has an additional set of Key Performance Indicators which reflect the commercial and regulatory environment in which it operates.

Target 2014/15 and 2015/16	Performance 2014/15
Maintain 24% market share of cremations	22% Under our KPI to date due to reduced operating in January and February as a result of operational issues
Maintain 8% market share of burials	7% Under our KPI due to a slight shift away from burial this year.
Income compared to income target	To be confirmed at end of year – expect to exceed income target
Percentage cremations using the new fully abated cremator – target of 60%	48.5% due to the failure of our abated cremator during parts of November, January and February.

In addition to our KPIs, as part of our roadmap projects, we are also embedding consideration of outcomes in each project and programme as they are developed. Over time the development, monitoring and refinement of our outcomes will feed into our KPIs and indicators.

5. Our People

The Open Spaces Department employs 350 staff across a broad range of activities including arboriculturalists, litter pickers, rangers, constabulary, lifeguards, bereavement services, grounds maintenance, administration, marketing, sports, fleet management and education. A structure chart is included at appendix 6.

Our roadmap projects are challenging all of the staff in the Open Spaces Department to do things differently and some of them will require some of our staff to develop new skills – particularly around developing ideas into financially viable projects, managing projects and managing change. Each of our divisional training plans will need to reflect these new requirements alongside day-to-day operational considerations.

Investors in People

The City of London Corporation being assessed over a period of three years against the Investors in People (IIP) core standard and the wider IIP framework. In year one (September 2014) the assessment focused on validating the 'one team' culture and effectiveness of leaders and managers. In September 2015 the assessment focus will be on the effectiveness of engagement of frontline teams in all elements of strategy implementation and in year three the assessment focus will be on the skills of managers in evaluating the outcomes from learning and development activities.

In September 2014 the City Corporation met the evidence requirements of the IIP core standard and enough of the wider framework evidences from indicators 1, 3, 4 and 5 to secure recognition as a Bronze Investor in People. It is hoped that by the last assessment in September 2016 enough of the wider IIP framework evidences will have been met to secure the Gold award.

An Open Spaces Departmental action plan based on the 2014 assessment has been developed. Superintendents and their teams are working towards imbedding the IIP principles into everyday management, develop and share areas of good practice and gathering evidence for the next assessment.

Workforce planning

In recognition of our need to effectively manage and develop our workforce, we will be replacing our Human Resources Improvement Group with a Workforce Planning Group. This departmental group will contribute to a broader corporate programme of activity around workforce planning.

Succession Planning

The Department recognises the need to succession plan both as part of individuals development but also to secure positive outcomes for the Department. The Senior Leadership Team will be discussing how to take this forward with our HR Business Partner.

Learning priorities and outcomes

The department has a suite of learning priorities which are: project management, people management, leadership, financial awareness, managing and working with volunteers, operational training and coaching/mentoring skills. In setting our learning priorities for this business plan period, consideration has been given to our charitable and departmental objectives, and our roadmap projects and programmes.

Our learning priorities will be used to identify appropriate learning opportunities. Learning outcomes will be set for each learning opportunity, such as courses, conferences or events, and outcomes will be evaluated on completion of learning and cost-benefit will be evaluated. This will allow the Department to understand the impact of its learning programme and to highlight those learning opportunities which have proved particularly valuable.

Volunteers

We are hugely grateful for the work of our volunteers who support a wide range of activities across our green spaces including woodland management, ecological surveys, ecological enhancements, event organisation & delivery, mentoring, visitor engagement and installing new planting schemes. Some of activities and services are only possible due to the time given by volunteers.

In recognising the support of our volunteers in managing and maintaining our green spaces, we also recognise that volunteering should be a beneficial and enjoyable experience for those who volunteer. Volunteering can contribute to a range of outcomes including: connectivity to open space and the wider community, exercise, a sense of wellbeing, engagement with others and skills development. As part of our learning programme, we will be developing a series of outcomes and indicators which will help us to assess and understand the impact of volunteering for those who participate.

A volunteering programme is now embedded at each of our sites with the exception of the Cemetery & Crematorium. The Department will continue to develop its volunteering offer and ensure that the contribution of volunteers is maximised through its Volunteering Improvement Group which brings representatives from across the Department together to share good practice.

As we progress our roadmap projects and programmes we will continue to work with communities and volunteers to deliver the services they need.

6. Risk Register

The Open Spaces Department manages risk through a Departmental risk register, divisional risk registers, generic risk assessments and dynamic risk assessments. The Department also currently has one risk on the Corporate Risk Register – Corporate Risk 11.

Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London Risk Management Strategy.

Generic risk assessments have been produced by the Open Spaces Risk Assessment Group and agreed by Senior Leadership Team to ensure a common standard across the Department. These generic risk assessments are then used as a basis for preparing risk assessments and safe systems of work in each of the divisions.

Dynamic risk assessments are conducted by staff prior to undertaking any risky activity. Where alterations are made to agreed safe methods of working these decisions must be documented.

The most significant risks facing the Department are our ability to deliver our roadmap projects & programmes; animal, plant & tree disease; and health & safety.

Each roadmap project will develop its own risk register for the project and the associated change implementation. These risks will be managed by the project lead and reported to the programme board or programme executive. Risks and issues will be escalated by the programme executives to the Department's Senior Leadership Team as necessary, who in turn may choose to escalate risk further through the corporate process.

7. Health and safety

Health and Safety is managed in the Department through the Health & Safety Improvement Group which meets quarterly and is chaired by the Director. Each division is represented at this meeting, and each divisional representative is charged with communicating the outcomes and

recommendations of the Health & Safety Improvement group to their divisions. The minutes of the meetings are circulated through the Department and made available on divisional notice boards.

The Health & Safety Improvement Group has a Risk Assessment Sub Group which is currently reviewing and rationalising risk assessments and safe systems of work.

Each division also has its own Health & Safety group which escalates issues up to the Departmental Health & Safety Improvement Group as necessary.

The Director represents the Department on the City of London Health & Safety Committee which is chaired by the Town Clerk. The Open Spaces Technical Manager also attends the City of London Safety Managers Forum.

The Open Spaces Department uses 12 indicators to monitor Health & Safety which are attached in appendix 5. An annual Health & Safety audit is carried out to monitor the 12 Health & Safety indicators. The audit is carried out by each division carrying out a self-assessment which is followed in alternate years by a validation from another division.

The current areas the Department is focusing on to improve are:

- Managing contractors
- Maintenance of equipment
- Working with the public/lone working
- Musculo-skeletal issues
- Premises fire risk assessments
- Noise and vibration
- Risk assessments for the use of chemicals.

8. Property and asset management

The Open Spaces Department is the custodian of the City's open space land, while the City Surveyor is responsible for the maintenance of the buildings and other built infrastructure. The Open Spaces Department will be working together with the City Surveyors and Chamberlains as part of the operational property review during the course of this business plan to review our operational assets to ensure that assets are used effectively and sustainably and any surplus assets are identified.

Preparations for this review have already identified surplus assets including surplus lodges, the "rabbit triangle" and a toilet block at the Cemetery and an empty office at Farthing Downs. This work is reflected on our roadmap. Discussions have also started to consider cases where assets could become surplus in the future, such as Heathfield House which currently houses the management and administration team for Hampstead Heath, Highgate Wood & Queen's Park.

9. Summary Business Plan

Our Vision is:	To preserve and protect our world class open spaces for the benefit of our local communities and the environment.
Our Charitable Objectives are:	The preservation of our open spaces for the recreation and enjoyment of the public.
Our Departmental Objectives are:	<ul style="list-style-type: none"> • Protect and conserve the ecology, biodiversity and heritage of our sites • Embed financial sustainability across our activities by delivering identified programmes and projects • Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities • Improving the health and wellbeing of community through access to green space and recreation

Our Key Performance Indicators are:		
Description:	2013/14 performance	2014/15 target
Preserving the ecology and biodiversity of our sites	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	Basket of indicators: <ul style="list-style-type: none"> • Sites with current management plan • Green flags awards • Green heritage awards • SSSI condition • London in Bloom awards • Heritage assets at risk
Customer satisfaction	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	100 surveys per site completed. A basket of indicators will be developed during 2015/16 following a market segmentation exercise and as part of the Promoting our Services roadmap project. These indicators will link to COL Customer Strategy
Finance - Income as a percentage of local expenditure	TBC at year end	<ul style="list-style-type: none"> • Road map projects successfully delivered • Net profit evaluation of events • Net profit evaluation of commercial activity
Developing our staff	TBC at year end	Target of training spend of 1.5% of direct employee costs

		A basket of indicators will be developed during 2015/16 that link to Investors in People, a training analysis and a departmental workforce strategy. It is anticipated that these indicators will consider the effectiveness of training and how it is contributing to the business; staff progression and retention; development of core skills over and above business specialist.
Energy efficiency and sustainability	New indicator	<ul style="list-style-type: none"> • Reduce utility consumption by 2.5% per annum • Reduce fuel consumption by 5% per annum • Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)

Our Financial Information:					
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)	2015/16 Original Budget
Employees	£13,777	£14,206	£13,850	£13,850	£14,256
Premises	£2,118	£1,849	£1,983	£1,983	£1,771
Transport	£639	£597	£1,027	£1,027	£622
Supplies & Services	£2,455	£2,142	£2,100	£2,100	£2,152
Third Party Payments	£61	£78	£112	£112	£78
Transfer to Reserve	£213	£100	£66	£66	£74
Total Expenditure	£19,263	£18,972	£19,138	£19,138	£18,953
Total Income	-£8,344	-£8,376	-£8,376	-£8,626	-£8,280
Total Local Risk	£10,919	£10,596	£10,762	£10,512	£10,673
Central Risk	-£2,235	-£1,203	-£516	-£516	-£619
Total Local and Central	£8,684	£9,393	£10,246	£9,996	£10,054
Recharges	£4,019	£3,829	£4,031	£4,031	£3,992
Total Net Expenditure	£12,703	£13,222	£14,277	£14,027	£14,046
City Surveyor Local Risk	£3,164	£4,785	£4,181	£4,181	£5,039
Total Net Expenditure	£15,867	£18,007	£18,458	£18,208	£19,085

Our People													
Total staff	353												
Full time	314												
Part time	39 (figure does not include seasonal casual staff at Hampstead Heath and Epping Forest)												
Turnover	10-15% of permanent posts become vacant in any one year												
Vacancies	All vacancies are advertised internally within the City of London. From April 2015, all vacancies for Team Leaders and above it will be advertised across the department prior to any further recruitment in order to identify existing employees would like to be considered for secondment, acting up or to have development experience.												
Sickness absence	<p>The Open Spaces department is predominantly a manual worker department and the average number of days lost for the 12 months ending December 2014 was 6.2 days per employee. This compares favourably with the corporate average.</p> <p>The main areas which caused the sickness absence in late 2014 were musculo-skeletal problems such as knee, back, neck, hip and shoulder injuries and infections such as flu, coughs, cold etc. These absences accounted for 52.6% of all sickness absences during the period October to December 2014.</p>												
Gender	74.2% of staff are males, whilst 25.8% of staff are females												
Age range	<p>The Open Spaces Department has an aging workforce, with over 70% employees over 41</p> <table border="1"> <tbody> <tr> <td>20 and under</td> <td>0.6%</td> </tr> <tr> <td>21-30</td> <td>9.1%</td> </tr> <tr> <td>31-40</td> <td>20.1%</td> </tr> <tr> <td>41-50</td> <td>36.3%</td> </tr> <tr> <td>51-60</td> <td>27.8%</td> </tr> <tr> <td>61 plus</td> <td>6.2%</td> </tr> </tbody> </table>	20 and under	0.6%	21-30	9.1%	31-40	20.1%	41-50	36.3%	51-60	27.8%	61 plus	6.2%
20 and under	0.6%												
21-30	9.1%												
31-40	20.1%												
41-50	36.3%												
51-60	27.8%												
61 plus	6.2%												
Ethnicity	89.39% of the workforce are white British/European, 1.52% are Asian, 3.33% are black, 5.57% are classified as being of mixed ethnicity												

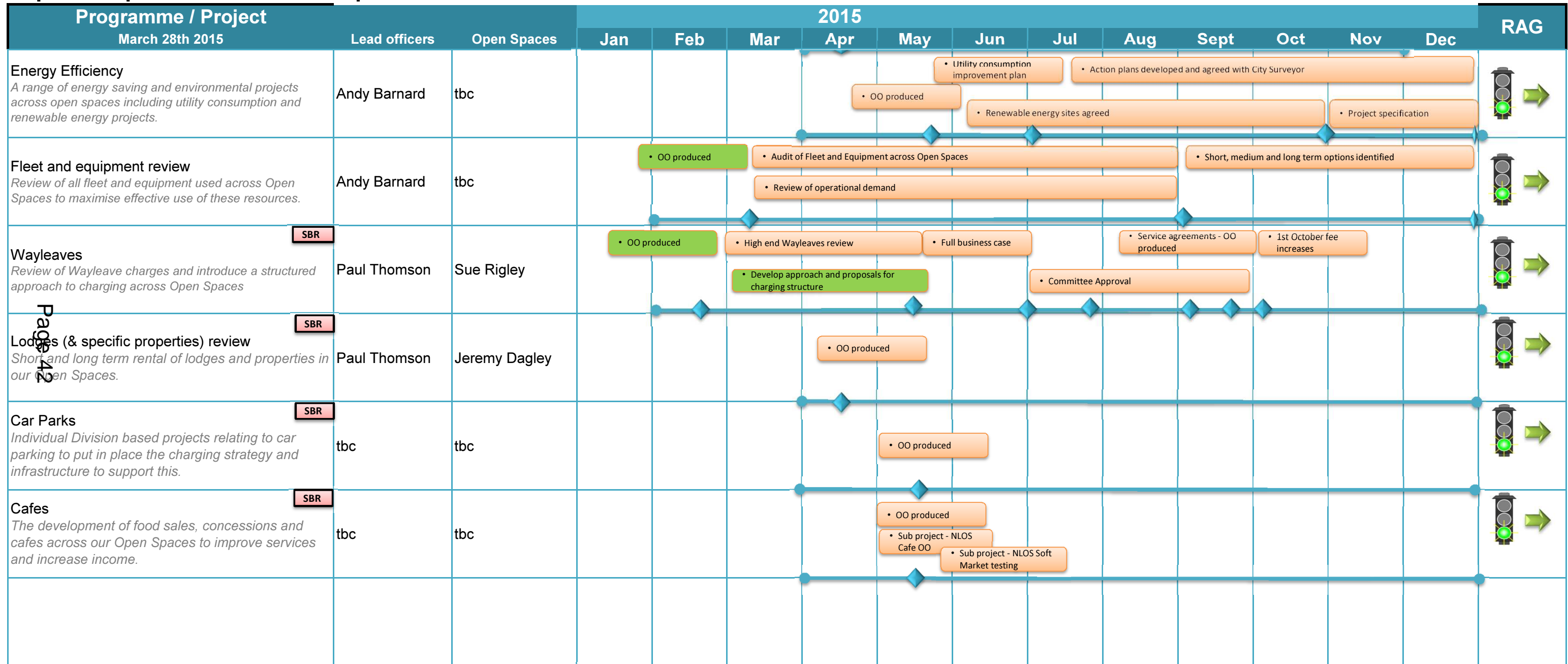
10. Appendices

1. The Open Spaces Department Roadmap and divisional roadmaps
2. Charitable objectives
3. Capital projects
4. Risk register
5. Health & Safety indicators
6. Structure charts

Open Spaces Roadmap

Programme / Project			2015												RAG
March 28th 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
CORPORATE ROADMAP															
Service Based Reviews – Grants, Strategic Review of Operational Assets, Contract Management, Facilities Management, Income Generation, Effectiveness of Hospitality	John Baradell	Sue Ireland	• Report on Workforce & HR implications to Estab Committee		• Summary Report to P & R Cmt	• Timelines & Milestones to be established, resourcing taking longer than expected			• Update to Resource Allocation Sub Cmt awayday						🟡 →
>> Strategic Review of Operational Properties	Caroline Al-Beyerty and Peter Bennett	Sue Ireland	• To agree Governance, milestones and establish project		• City Surveyors produce initial analysis of opportunity utilisation list	• Workshops - April/M	• Report to March RA Sub to agree methodology	• Prepare workshop pack for Markets & CP workshop	• Agree replacement Barbican GSMD Cap						🟢 →
Strategic Energy Review <i>Lead: Susan Attard, Sue Ireland</i>	Sue Ireland and Susan Attard				• Energy Efficiency Fund Approved			• Published milestones to be agreed							🟢 →
Customer Service Transformation	Susan Attard	Sue Ireland	• First Customer Services Steering Group		• Second Customer Services Steering Group	• Terms of Reference and strategy to be agreed			• Governance to agree priorities to move forward	• Handover to normal operation					🟢 →
Oracle Business Intelligence – Upgrade to R12, replacement of Manhattan and roll out of BI reporting & dashboards	Peter Kayne	Esther Sumner		• On track for transition to begin on 26/02	• 2nd March Technical Go-Live		• Continued Business Transformation & Benefits realisation		• Handover to BAU complete	• Project Closed					🔴 →
City People (iTrent upgrade) – Rebranding and upgrade of HR management system with additional HR self service including increased functionality for managers	Chrissie Morgan	Alison Grayson	• New L&D module Go Live		• New Recruitment & leaver functionality signed off with supplier as complete			• New Absence module Go Live		• New Variations to Pay module Go Live					🟡 →
Investors in People and Appraisal System (PDF) Update Roll out	Chrissie Morgan	Yvette Hughes	• New PDF Go Live - Open Spaces		• IIP Action plan agreed by Summit	• Response to IIP Report	• Corp Improvement Plan drafted	• Further intranet communications to go out in March	• BIP checklist for Chief Officers to be agreed		• Electronic PDF Feasibility Work				🟢 →
OPEN SPACES PRIORITIES		Executive	Lead												
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City</i>	Martin Rodman	Grace Rawnsley	• Framework developed	• OO produced	• Design programme	• Prepare sub project OO's produced			• Initiation of bid project by C&T committee						🟢 →
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	Bob Warnock	Declan Gallagher		• OO produced		• Data gathering and evaluation		• Supplier requirements and selection	• Options developed and evaluated	• PID development and approval					🟢 →
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise		• Construction (18 month programme)								🟢 →
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>	Paul Thomson	Jo Hurst			• Informal Consultation				• Committee scrutiny and Court of Common Council				• Bill deposition with Parliament		🟢 →
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	Gary Burks	Esther Sumner					• OO produced		• POS programme set up and short medium and long term opportunities outlined						🟢 →

Open Spaces Roadmap



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Milestones

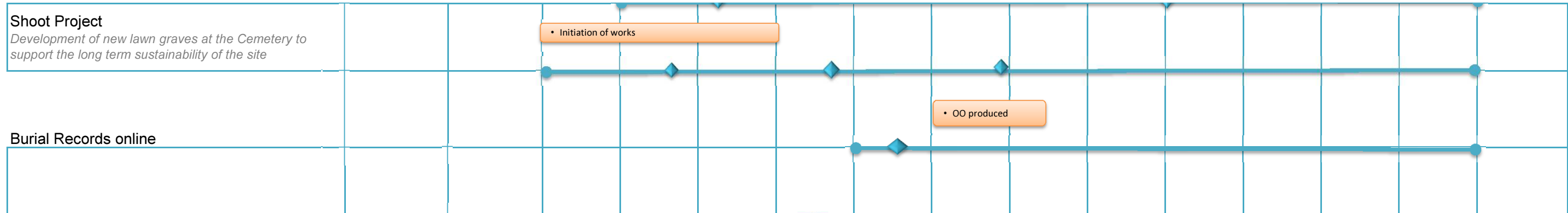
- Project is in a critical state
- Project is slipping,
- Project is on track
- Partnership project
- Technology led project
- Linked to SBR projects and savings
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel

Programme / Project			2015												RAG
Updated March 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Executive	Lead														
Open Spaces Department projects and priorities															
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects					
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	SBR	Bob Warnock	Declan Gallagher	• OO produced	• Data gathering and evaluation • Supplier requirements and selection	• Options developed and evaluated	• PID development and approval	• Sports programme set up and sub project OO's produced							
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	P	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)								
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council					• Bill deposition with Parliament			
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined								
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces	• Review of operational demand			• Short, medium and long term options identified						
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review	• Develop approach and proposals for charging structure	• Full business case	• Committee Approval	• Service agreements - OO produced	• 1st october fee increases					
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	SBR	Paul Thomson	Jeremy Dagley			• OO produced									
Burnham Beeches and City Commons															
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces.....Solar power, sustainability improvement opportunities</i>		Allan Cameron				• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			
Fleet and equipment review <i>Opportunities to share equipment and vehicles with other Open Spaces divisions and local agencies/authorities. Opportunities for contracting out to reduce equipment and fleet.</i>		Martin Hartup		• OO produced	• Audit of Fleet and Equipment across Open Spaces	• Review of operational demand			• Short, medium and long term options identified						

<p>Sports Programme <i>Increase rental of sports fields</i></p>		Barry Cutteridge	<ul style="list-style-type: none"> • OO produced • Sports programme set up and sub project OO's produced 	
<p>Promoting our services <i>Explore opportunities to promote our open spaces at Burnham Beeches and City Commons. Promotion of open spaces as filming venue. Increasing donations.</i></p>	SBR	Hadyn Robson	<ul style="list-style-type: none"> • OO produced • POS programme set up and short medium and long term opportunities outlined • Increase donations 	
<p>Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i></p>	SBR	Hadyn Robson	<ul style="list-style-type: none"> • OO produced • High end Wayleaves review • Full business case • Develop approach and proposals for charging structure • Committee Approval • Service agreements - OO produced • 1st october fee increases 	
<p>Kenley Revival Project</p>		Andy Thwait	<ul style="list-style-type: none"> • Project development • Submission • Gateway report • OO? • Project Setup & Delivery 	
<p>Car Parks <i>Review of car park charges</i></p>	SBR	Martin Hartup	<ul style="list-style-type: none"> • OO produced 	
<p>Learning Programme</p>		Chris Morris	<ul style="list-style-type: none"> • Prepare and submit Bid • Bid considered by CBT committee • Initiation of non bid projects 	
<p>Burnham Beeches Pond Embankments</p>		Helen Read		



Programme / Project			2015												RAG
Updated March 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Open Spaces Department projects and priorities															
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects					
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	SBR	Bob Warnock	Declan Gallagher	• OO produced	• Supplier requirements and selection	• Data gathering and evaluation	• Options developed and evaluated	• PID development and approval	• Sports programme set up and sub project OO's produced						
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	P	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)								
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council					• Bill deposition with Parliament			
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined								
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces	• Review of operational demand			• Short, medium and long term options identified						
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review	• Develop approach and proposals for charging structure	• Full business case	• Committee Approval	• Service agreements - OO produced	• 1st october fee increases					
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	SBR	Paul Thomson	Jeremy Dagley			• OO produced									
Cemetery and Crematorium projects															
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>						• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>				• OO produced	• Audit of Fleet and Equipment across Open Spaces										



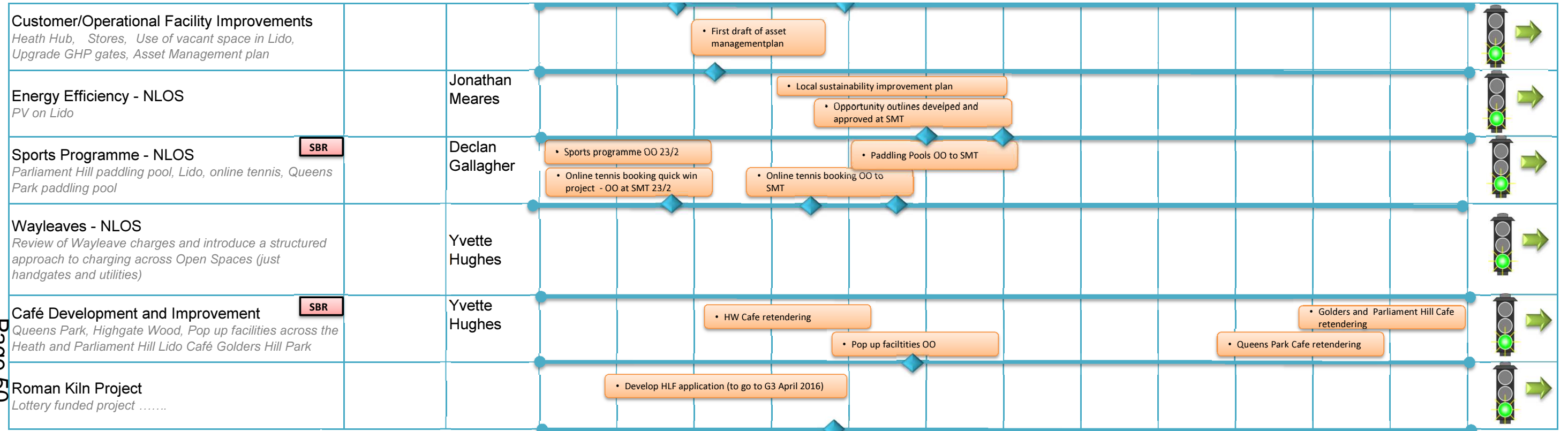
- Project is in a critical state
- Project is slipping,
- Project is on track
- Project Milestone
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel
- Project Closed

Programme / Project			2015												RAG		
Updated March 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Executive	Lead																
Open Spaces Department projects and priorities																	
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects							
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	SBR	Bob Warnock	Declan Gallagher	• OO produced	• Supplier requirements and selection	• Data gathering and evaluation	• Options developed and evaluated	• PID development and approval	• Sports programme set up and sub project OO's produced								
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	P	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)										
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council					• Bill deposition with Parliament					
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined										
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor					• Project specification				
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces					• Short, medium and long term options identified							
				• Review of operational demand													
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review	• Full business case	• Develop approach and proposals for charging structure			• Committee Approval	• Service agreements - OO produced	• 1st october fee increases					
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	SBR	Paul Thomson	Jeremy Dagley			• OO produced											
Epping Projects																	
Promoting our services - Epping <i>Review of current charges, sponsorship of football, produce sales (chip, venison, cattle) - professionalising our retail services (improving the promotion of our services and increasing sales), review of events, wedding licence, sponsorship of publications</i>	SBR		Jacqueline Egglestone			• OO produced	• POS programme set up and short medium and long term opportunities outlined					• Short term - charging review					

Learning Programme - Epping <i>Funding bid for City Bridge Trust and delivery of learning programme. Implementation of projects and new operating model.</i>	SBR	Jo Price	<ul style="list-style-type: none"> OO produced Design programme Prepare and submit Bid Bid considered by CBT committee 	
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces on which other projects are dependent</i>		Jo Hurst	<ul style="list-style-type: none"> Informal Consultation Committee scrutiny and Court of Common Council Bill deposition with Parliament 	
Lodges (& specific properties) review - Epping <i>Short term leasing of Forest lodges with longer term options dependant on Various Powers Bill.</i>	SBR	Jeremy Dagley	<ul style="list-style-type: none"> OO produced 	
Sports Programme - Epping <i>Sponsorship of football, Golfcourse recovery - Review and improvement of Golf Course facilities and services to make improvements and increase use. Renovation of changing facilities at Wanstead Flats</i>	SBR	James Thatcher	<ul style="list-style-type: none"> Sports programme OO 23/2 OO Golf Course recovery OO Sponsorship of football OO Wanstead Flats 	
Wayleaves - Epping <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces (just handgates and utilities)</i>	SBR	Paul Thomson Sue Rigley	<ul style="list-style-type: none"> OO produced High end Wayleaves review Develop approach and proposals for charging structure Full business case Committee Approval Service agreements - OO produced 1st october fee increases 	
Car Parks - Epping <i>Review of car park charges</i>	SBR		<ul style="list-style-type: none"> OO produced 	
Eppin Forest management Plan		Paul Thomson	<ul style="list-style-type: none"> Consultation 	
Forest Transport Strategy		Paul Thomson		
Buffer Land - Englad woodland grant scheme		Paul Thomson		
High Beach Master Plan		Paul Thomson		
Arbitration Land Review		Paul Thomson		
Land Registration Project		Paul Thomson		

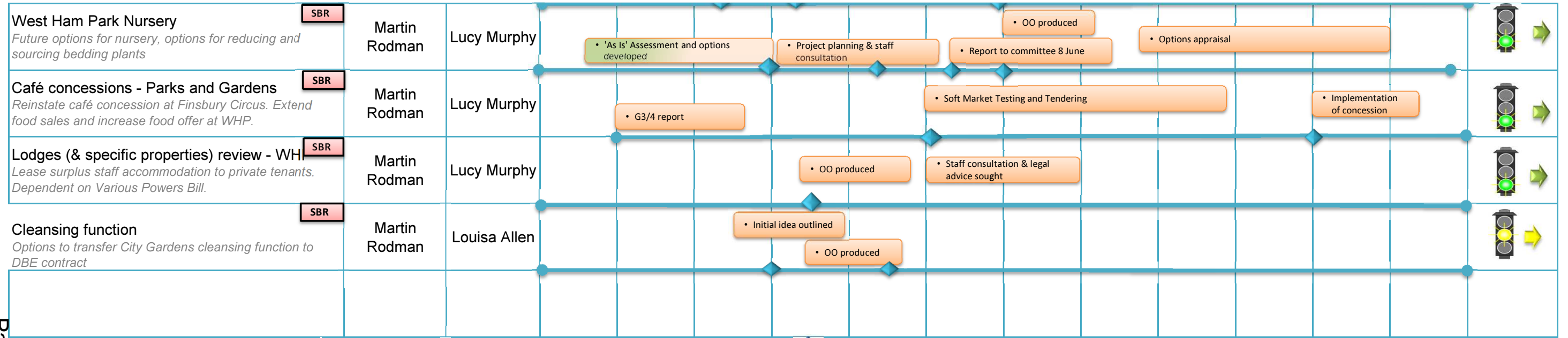
- Project is in a critical state
- Project is slipping,
- Project is on track
- Project Milestone
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel
- Project Closed

Programme / Project			2015												RAG
Initial Draft Jan 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Executive	Lead														
Open Spaces Department projects and priorities															
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects					
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>		Bob Warnock	Declan Gallagher	• OO produced	• Data gathering and evaluation • Supplier requirements and selection	• Options developed and evaluated • PID development and approval	• Sports programme set up and sub project OO's produced								
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>		Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)								
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council					• Bill deposition with Parliament			
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined								
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces	• Review of operational demand				• Short, medium and long term options identified					
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review • Develop approach and proposals for charging structure	• Full business case		• Service agreements - OO produced	• Committee Approval	• 1st october fee increases					
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>		Paul Thomson	Jeremy Dagley			• OO produced									
North London Projects															
Promoting our services - NLOS <i>Review of North London Events - Walks, workshops, school sports days, donations, Heath Hub</i>	SBR		Paul Maskell			• OO produced	• POS programme set up and short medium and long term opportunities outlined	• Short term income generation - Weddings							
Learning Programme - NLOS <i>Zoo, One O'Clock Club, Education restructure, Hampstead Heath Education facility, Children's Farm, Zoo condition survey and Hive</i>	SBR		Grace Rawnsley	• Zoo and Farm OO to SMT • One O'Clock club OO to SMT	• Design programme	• Prepare and submit Bid		• Bid considered by CBT committee							



- ◆ Project Milestone
- ▶ Project is in a controlled state
- ▶ Project is slipping,
- ▶ Project is on track
- ◆ Negative direction of travel
- ◆ Project Closed

Programme / Project			2015												RAG
Updated March 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Executive	Lead														
Open Spaces Department projects and priorities															
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects					
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	SBR	Bob Warnock	Declan Gallagher	• OO produced	• Data gathering and evaluation • Supplier requirements and selection	• Options developed and evaluated	• PID development and approval	• Sports programme set up and sub project OO's produced							
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	P	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)								
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council				• Bill deposition with Parliament				
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined								
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces	• Review of operational demand				• Short, medium and long term options identified					
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review	• Develop approach and proposals for charging structure	• Full business case		• Service agreements - OO produced	• Committee Approval	• 1st october fee increases				
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	SBR	Paul Thomson	Jeremy Dagley			• OO produced									
West Ham Park & City Gardens projects															
Learning Programme - WHP & Bunhill Fields <i>Volunteering, education and outreach delivered in partnership. Operational structure changes.</i>	SBR	Martin Rodman	Lucy Murphy & Louisa Allen	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee						
Sports Programme - WHP <i>Options for paddling pool in playground, deliver sports provision in partnership with others.</i>	SBR	Martin Rodman	Lucy Murphy	• OO produced	• Data gathering and evaluation • Supplier requirements and selection	• Options developed and evaluated	• PID development and approval								



Project is in a critical state
 Project is slipping,
 Project is on track

- Project Milestone
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel
- Project Closed

Charitable objectives

Charity	Objective	Charity Number
Ashtead Common	The Ashtead Common charity was established under the Corporation of London (Open Spaces) Act 1878, which states that the purpose of the charity is the preservation of the Common at Ashtead for the recreation and enjoyment of the public.	1051510
Burnham Beeches & Stoke Common	The Burnham Beeches charity was established under the Corporation of London (Open Spaces) Act 1878, which states that the purpose of the charity is the preservation of the open spaces known as Burnham beeches, "The Beeches", for the recreation and enjoyment of the public.	232987
Coulsdon & Other Commons	The objectives of the Charities are the preservation of the open space known collectively as West Wickham Common and Spring Park Wood, and Coulsdon and other Commons for the recreation and enjoyment of the public. The charities have identical objectives and are managed and accounted for as one unit, therefore separate accounts and financial statements are not published for each charity.	232989
Epping Forest	The purpose of the charity is the preservation of Epping Forest in perpetuity by the City of London Corporation as the conservators of Epping Forest, as an open space for the reaction and enjoyment of the public	232990
Hampstead Heath	The objective of the charity is the preservation of Hampstead Heath for the recreation and enjoyment of the public	803392
Highgate Wood & Queen's Park	The purpose of the charity is the preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park, Kilburn for the use by the public for exercise and recreation	232986
West Ham Park	The park is held on trust forever "as an open public grounds and garden for the resort and recreation of adults and playgrounds for children"	206948
West Wickham Common & Spring Park	The objectives of the two Charities are the preservation of the open space known collectively as West Wickham Common and Spring Park Wood, and Coulsdon and other Commons for the recreation and enjoyment of the public	232988

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Projects

In progress

Hampstead Heath Ponds Project – due to complete October 2016

Shoot project – due to complete October 2016

Queen's Park playground modernisation – due to complete early summer 2015

Short term (2016-18)

Kenley Revival project

Queen's Park Café improvements

Parliament Hill Café improvements

Seething Lane Garden (S106)

St Botolph's Bishopsgate (S106)

Medium term (2018-2020)

Parliament Hill paddling pool

Queen's Park paddling pool

Hampstead Heath educational facility change of use

Changing Room renovation at Wanstead Flats

Burnham Beeches Pond embankments

Wanstead Park HLF bid

Senator House Garden (S106)

Long term (beyond 2020)

City Churchyard management arrangements

Restoration of memorials at Bunhill Fields

Hampstead Heath operational buildings

Hampstead Heath lido

Open Space signs

Replacement of the cremators

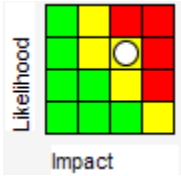
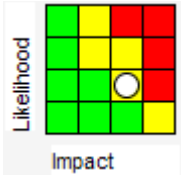
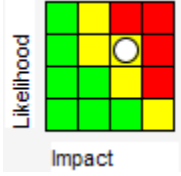
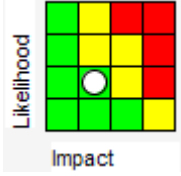
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Open Spaces Risk Register

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
CR11	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure – including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been</p>	Sue Ireland			31-Oct-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping				
OSD 001	<p>Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken</p> <p>Event: Staff or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of staff, contractor or a member of the public.</p>	Sue Ireland			01-Apr-2016
OSD 002	<p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall - potential to increase with climate change</p> <p>Event: Severe weather at one or more site</p> <p>Impact: Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas, site closures</p>	Sue Ireland			01-Apr-2016

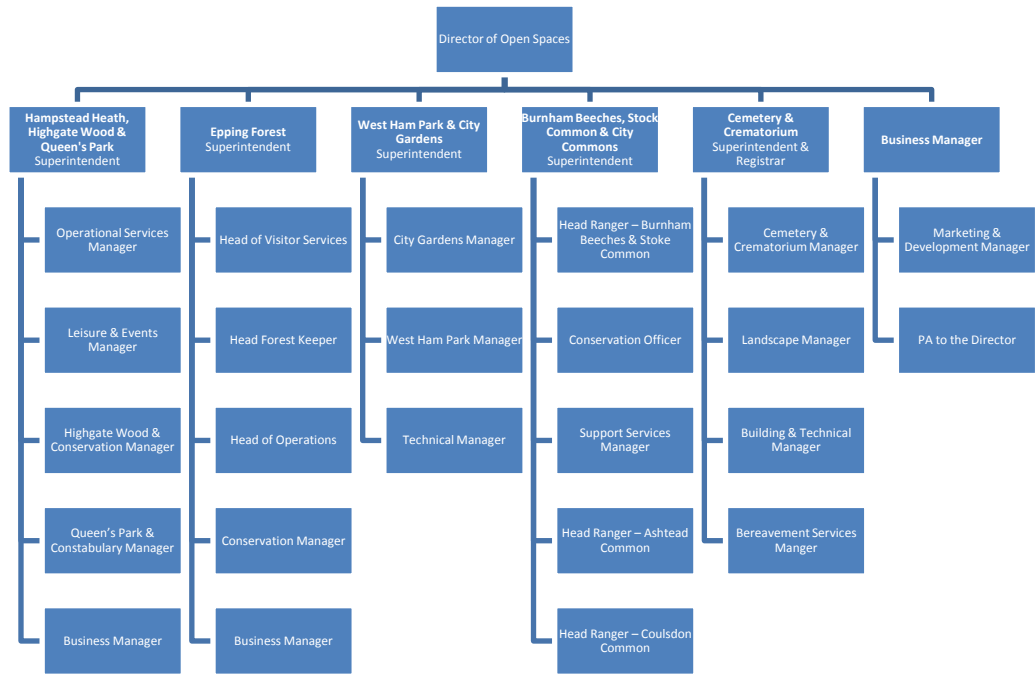
Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
OSD 003	<p>Causes: Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate</p> <p>Event: Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes</p> <p>Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.</p>	Sue Ireland			01-Apr-2016
OSD 004	<p>Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues</p> <p>Event: Operational or public buildings become unusable</p> <p>Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance</p>	Sue Ireland			01-Apr-2016
OSD 005	<p>Causes: Inadequate biosecurity, buying of infected trees, plants or cattle, spread of windblown Oak Processionary Moth (OPM) from adjacent sites</p> <p>Event: Sites become infected by animal, plant or tree diseases</p> <p>Impact: Public access to sites restricted, animal culls, tree decline, reputational damage, cost</p>	Sue Ireland			01-Apr-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	of control of invasive species, risk to human health from OPM or other invasives				
OSD 006	<p>Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support</p> <p>Event: Major development near an open space</p> <p>Impact: Permanent environmental damage to plants, landscape and wildlife, access issues, potential for encroachment</p>	Sue Ireland			01-Apr-2016
D 007	<p>Cause: Failure to provide attractive employment prospects for skilled staff.</p> <p>Event: Staff capacity greatly reduced as skilled workers move to other fields.</p> <p>Impact: Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.</p>	Sue Ireland			01-Apr-2016

Health & Safety Indicators

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.
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.
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.
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.
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. **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.
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.
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.
9. **First Aid.** Each Division should have appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.
10. **Emergency Action Plans.** Each Division should have plans and procedures to deal with emergencies and disasters.
11. **Fire Safety.** Each Division should have appropriate fire safety equipment, training and procedures based on local fire risk assessments.
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.

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Committee:	Date:
Open Spaces & City Gardens	20 April 2015
Subject:	Public
Approval of Equipment Funding Offers	
Report of:	For Decision
Director of Open Spaces	
Summary	
<p>The financial impact of resource restrictions for both local authorities and the City of London will result in more opportunities for services delivered in partnership, including the external funding of equipment. This report considers whether a policy principle is required to ensure decisions made by open space management committees are consistent.</p>	
Recommendation	
Member's views are sought.	

Main Report

Background

1. Local authority's functions and responsibilities include education, learning, health, social care and leisure; including play and well-being. Current resource restrictions are resulting in new opportunities for partnership working.
2. At the Epping Forest and Commons Committee on 12th January 2015, consideration was given to a request from the London Borough of Waltham Forest (LBWF) to install natural play equipment on Forest Land at Hollow Ponds, Leyton Flats and thus remedy a local play deficiency. The request included a commitment to:
 - fund the design, production and installation of the equipment;
 - appropriate insurance;
 - a care and maintenance agreement, to ensure the equipment is inspected, maintained and removed at the end of its life.

There were also mitigation requirements from Natural England to help ensure SSSI restoration objectives are achieved by 2020; a botanical survey of the acid grassland and a pond strategy with bankside restoration.

3. Members noted that the many benefits of natural play, including positive impacts on the mental, physical and social wellbeing of children and their relationship with nature. Installing natural play structures was in line with corporate strategy and had no major legal or property implications. It addressed the genuine need for play facilities in the area around Hollow

- Pond, satisfied local community demands and promoted positive publicity for the City of London. The Committee approved the request, with the costs of design, construction and installation being met entirely by LBWF.
4. The natural play facilities have subsequently been installed with £30,000 of financial support from LBWF.
 5. On 23 March 2015, the Hampstead Heath, Highgate Wood and Queen's Park Committee were advised by the Superintendent of a proposal by the London Borough of Camden (LBC) to install outdoor gym equipment at Parliament Hill, which would be aimed at people who had been advised to carry out additional exercise for their health and wellbeing. The proposal was subject to LBC undertaking an assessment of need based on the demographic of the area to ensure that their investment had the greatest impact on physical activity within the borough. Members were advised that the Hampstead Heath Consultative Committee were supportive of the proposal but anxious about the location of the equipment, which would be identified within the business case.
 6. In response to a Member's question, the Superintendent advised that the City of London Corporation did not have financial provision within the local risk budget to make a capital contribution towards to the outdoor gym equipment. He added that a report would be submitted for consideration once the proposals had been finalised. Members noted that an evaluation of outdoor gym equipment carried out by the LBC would be circulated.

Current Position

7. With current financial pressures, local authorities are looking at all opportunities to deliver their services and priorities, sometimes in new or alternative ways. Substantial reductions in central government grants have left local authorities with major decisions to make over the levels of service they provide. Whilst the City of London Corporation is not simply a local authority, we do provide local services. Like other organisations, we are facing serious economic challenges; we are, however, working hard to ensure our financial position remains stable. In reviewing our services we are challenging what and how we provide them, as well as the way we currently operate. This will, allow us to explore more efficient, effective and innovative ways of working.
8. Another driver for applications received to date, is the geography of the local area; a lack of strategic green space in local authority ownership to facilitate play provision.
9. The Lawn Tennis Association and Football Association have both recently produced new strategies focussing on supporting grass roots

activity. They recognise that local authorities have historically been leading providers of facilities and that with new financial pressures there may now be a need for different funding models.

10. Although the precise charitable objectives of each of our eight trusts are subtly different, overall they focus on the preservation of our open spaces for the recreation and enjoyment of the public. Any offers of equipment need to take account of these objectives, which are the responsibility of each of the three management committees. A committee may for example, determine that it wishes to financially partner a proposal because of the benefits to its charitable objectives. It could in the same way determine that it wishes to stop doing something else, to release the funding required.
11. These recent approaches from local authorities highlight the potential for inconsistency in decision making by the management committees. This Committee may wish to consider whether an overarching policy principle is required.

Options

12. Option 1- Decisions on equipment funding offers should be made by the respective Management Committee based on the individual case but linked to the .
13. Option 2 – Decision on equipment funding offers should be made by the respective Management Committee based on the principle that any offer should be self-funding for the lifetime of the equipment.
14. Option 3 – No overarching policy principle is required

Proposals

15. Member's views on the options and implications are sought.

Conclusion

16. The financial impact of resource restrictions for both local authorities and the City of London will result in more opportunities for services delivered in partnership, including the external funding of equipment. This report considers whether a policy principle is required to ensure decisions made by open space management committees are consistent.

Sue Ireland
Director of Open Spaces

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Committee	Date
Open Spaces and City Gardens Committee	20.04.2015
Subject: Bunhill Fields Burial Ground Draft Management Plan (2015 - 2020)	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>This report is a follow-up report to that dated 2nd February, and explains the consultation process regarding the production of the draft Bunhill Fields Burial Ground Management Plan.</p> <p>Following a period of public consultation, proposed changes have been added where appropriate. Comments from the consultation have been summarised and collated and responses to these are illustrated at Appendix 1.</p> <p>Members are asked to agree the final draft Bunhill Fields Ground Management Plan and allow its adoption and publication.</p> <p>Recommendation</p> <p>Members are asked to:</p> <p>Approve the final draft of the Bunhill Fields Burial Ground Management Plan, appended at Appendix 2, for adoption and publication.</p>	

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 Green Flag 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.
10. On the 2nd February 2015 the Open Spaces and City Gardens Committee approved the Bunhill Fields Burial Ground Draft Management Plan and agreed its content for public consultation. This took place in March this year.

Current Position

11. Consultation

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

- City of London Members;
- Other City of London key stakeholder departments; Garden users, through an 'advertising campaign' on noticeboards, e newsletter and through the extensive database of contacts that have expressed

interest in the City Gardens over many years (held by the City Gardens section)

- Posters have been displayed in the City libraries;
 - Contacts within neighbouring boroughs
12. The consultation period triggered four constructive comments, some of which have been addressed and added to the draft plan. Comments received and the City Corporation's responses are included in Appendix 1. The City Gardens team has made contact with all four individuals to thank them for their contributions and to provide them, where appropriate, further information regarding their comments.
13. The draft management plan can be seen in Appendix 2. The published document will include photographs and will be in an accessible format.

Corporate & Strategic Implications

14. The production of the draft management plan supports 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.
15. The provision of high quality open space in the City supports 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

16. 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.
17. 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.
18. 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

19. 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) and other funding streams.
20. 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 - Comments and responses from the consultation period - March 2015.
- Appendix 2 - Bunhill Fields Burial Ground Draft Management Plan (2015 - 2020)

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City Gardens

Bunhill Fields Burial Ground Management Plan

Consultation Statement

March 2015

INTRODUCTION

City Gardens, City of London Corporation are consulting on the review and update of the Bunhill Fields Burial Ground Management Plan.

CONSULTATION REQUIREMENTS

Consultation on the draft Bunhill Fields Burial Ground Management Plan took place between Monday 2nd March and Monday 23rd March 2015. The following stakeholder groups were consulted:

- Key local stakeholders included Wesley's Chapel, Quaker Gardens, Lyceum School and Golden Lane Campus.
- Officers from London Borough of Islington.
- Friends of City Gardens.
- Key officers from City of London Corporation departments.
- Consultation poster displayed at Bunhill Fields and copies of draft management plan made available to visitors
- Consultation posters with details of how to download and provide comments and feedback displayed at Guildhall, Artizan Street, Barbican and Shoe Lane libraries.
- Webpage created on the City Gardens website and e-newsletter sent out to subscribers.

The consultation period resulted in four constructive comments some of which have been addressed and added to the management plan. The comments are detailed in the table below along with an explanation as to whether the comment was included in the revised management plan.

Name	Organisation	Comment	City Corporation Response
Sarah Hudson	City resident Friends of City Gardens	<p>Objective 2: A welcoming park Provide secure bike parking rack next to the gardeners' hut</p> <p>Objective 3: A healthy, safe and secure park Plant a hedge on the City Road side of the site to help screen particulates and NO2 arising from traffic on this highly polluted road</p> <p>Introduce a regular 'green gym' gardening session for volunteers and promote it through doctor's surgeries and local libraries as part of a healthy living initiative.</p> <p>Objective 6: A park that's addresses conservation and heritage.</p> <p>Continue to plant native woodland species amongst the tombstone areas to provide increased forage for insects and birds</p> <p>Plant new shrub species in the tombstone areas, including holly, native roses, yew to provide cover for birds</p> <p>Plant ivy to grow up dead trees to provide nesting and roosting areas for birds and early nectar for bees.</p> <p>Continue developing and gapping up annually the shrub/herbaceous beds in the Peter Shephard inspired designs. Including species that provide good year round forage for bees and night scented species to encourage insects for bats.</p> <p>Install low cost signs explaining the purpose of certain interventions – less mowing, woodland meadow area.</p>	<p>Not added as a specific management action but will be addressed in partnership with the London Borough of Islington.</p> <p>Proposed objectives incorporated into the management plan objectives.</p> <p>Identifying opportunities for the planting of native woodland species and shrubs to increase forage for pollinators and cover for birds added to objectives. Specific actions to be pursued following advice e.g. growing ivy up dead trees.</p> <p>Installation biodiversity interpretation signage incorporated into management plan objectives.</p> <p>All amendments and suggestions to the document appreciated and incorporated into management plan.</p>

Name	Organisation	Comment	City Corporation Response
Jennifer Potter	Wesleys chapel	Thank you for sending us this .I note the continuing hope that more can be done to integrate Bunhill Fields, the Quaker Meeting House and graveyard and ourselves and to make the most of all our assets for visitors. We have had several plans in the past most notably in connection with the re-ordering of the Quaker Gardens. If there was scope for discussion about how we might cooperate further we would be very open to that. As you are probably aware many of our visitors go to see Susanna Wesley's grave and it forms part of our pilgrimage route on May 24th – the 'conversion' day of her son, John. This year 24th may is a Sunday and a large group of people will pass through Bunhill Fields, stopping for a short service on the way from the Chapel to St. Paul's Cathedral.	Comments welcomed. We hope to work with Wesleys Chapel in all future plans for Bunhill Fields Burial Ground.
John Thirlwell	City Resident	<p>I write as a Barbican resident who is peripherally involved with Friends of City Gardens and enjoys walking through Bunhill Fields. This is really just to say what fantastic work you do in maintaining and developing Bunhill Fields. Keep up the good work in line with your plan.</p> <p>My only other major comment is that, given the critical importance of open spaces for City workers and especially residents from an environmental point of view, it is utterly depressing to see that the open spaces budget is likely to continue to reduce in real terms over the next 5 years. I do not see why the work by Friends of City Gardens, should be a material substitute to proper funding.</p> <p>One small point about your background information - it would have been even more interesting to look at the census and other returns for Bunhill Ward, which show much more deprivation than the overall Borough figures and so point to making the Fields even more attractive to residents, despite their living (just) outside the City.</p>	<p>Comments and support of Bunhill Fields welcome.</p> <p>The City of London is experiencing serious economic challenges ahead due to the reduction in government grants. Work is taking place to review the services we currently operate and allow us to explore more efficient, effective and innovative ways of working.</p> <p>We welcome comments regarding the wonderful work of the Friends of City Gardens which both assist and provides added value to our service.</p>
Name	Organisation	Comment	City Corporation Response

Luis Garrido	Blake Society Treasurer	<p>The Blake Society would like to reiterate its commitment to marking the actual grave of William Blake. It would like this to be noted in the 2015-2020 Bunhill Fields Management Plan.</p> <p>The actual location of Blake's grave is detailed and referenced in the 2006 Bunhill Fields Conservation Management Plan. The Conservation Management Plan (CMP) goes on to state that marking this location is an objective and action point of the CMP.</p> <p>Marking the grave of William Blake has the City of London Open Spaces committee approval dated 28th July 2008 which also gave support to approach the London Borough of Islington for Planning permission. Both the City of London and Islington Planning have accepted the Blake Society's proposal for marking the grave of William Blake as has English Heritage and the Islington Tree Officer. The Blake Society has been raising funds to this end and still has this project as a priority for the Blake Society.</p> <p>Blake's family provide an interesting practical example of how the grave coordinate system logged in the Bunhill Fields Burial Order books and in conjunction with the 1869 record of inscriptions map can be used to locate unmarked graves. As the unmarked graves of Blake himself, that of his wife, of his mother, and of his eldest brother can be located in this manner.</p> <p>In this current draft of the Bunhill Fields Draft Management Plan 2015-2020, apart from the well-known fact that William Blake is buried at Bunhill Fields, no mention is made of the location of the actual grave of William Blake lying on the edge of lawn in the Garden Area (item 3.2) and about 20 metres away from the location of Blake's memorial. Unlike Defoe and Bunyan, whose actual graves are marked, the current memorial stone for Blake is not even in its original location over Blake's actual grave, since it was moved.</p> <p>The Blake Society would like it to be noted in the 2015-2020 plan that the location of the actual grave of William Blake is known and that permissions have been given to mark this location for posterity.</p>	<p>Comments and support for marking the exact location of William Blake's grave welcomed.</p> <p>Reference to the known location of William Blake's grave and details included in the Conservation Management Plan added to '3.2. The Garden Area'</p> <p>Action plan for objective 6: a park that addresses conservation and heritage updated to include: OBJ6i 'Proposals to be considered for the appropriate commemoration of William Blake on his exact burial site'</p>
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City Gardens

Bunhill Fields Burial Ground Draft Management Plan 2015–2020

City of London –
protecting green
spaces since
the 1850s

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1. Introduction to Bunhill Fields Burial Ground

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.

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.

1.1 What is an Open Space Management Plan?

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.

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.

1.2 Why have an Open Space Management Plan?

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 occurs at the site.

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.

1.3 Why are places like Bunhill Fields so important?

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, supporting biodiversity 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.

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

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.’

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**

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.

1.4 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.

2. Looking back: What have we achieved over the past 5 years?

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:

2.1 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.

2.2 A welcoming Park

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

2.3 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.

2.4 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.

2.5 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).
- Annual RPSB Big Garden Birdwatch which records species, numbers and patterns of species onsite.
- Annual cleaning and monitoring of nest boxes.
- Planting of native species of woodland wildflowers funded and carried out by corporate volunteers.
- Introduction and trial of on-site composting.

2.6 A Park that addresses conservation and heritage

- Ensuring any improvements or conservation works are completed in accordance with the 2006 Conservation Management Plan which outlines 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 diversity of flora and fauna.
- 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.

2.7 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.

2.8 A well marketed and promoted Park

- City Guides conduct a walk every Wednesday 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 posters to advertise events and activities.
- Contributing to the Open Spaces Department annual report.
- The design and implementation of a treasure hunt by corporate volunteers focusing on the history and surrounding environment of Bunhill Fields.
- Participate in Open Garden Squares Weekend with walks and activities for visitors.

3. Site Description

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.

3.1 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 20th 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.

3.2 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). In some cases the located of memorials are not in the exact location of the

original burial, most notably being that of William Blake and members of his family. The Bunhill Fields Burial Ground Conservation Management Plan outlines that the location of the actual grave of William Blake is known with support from both City of London Corporation and The Blake Society to install a memorial on exact location of his grave.

The minor open area, to the west, is the setting for Dame Mary Page’s unusual memorial. The site has a long history as a burial ground, but is most significant for its Nonconformist connections, dating from the 18th and 19th 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.

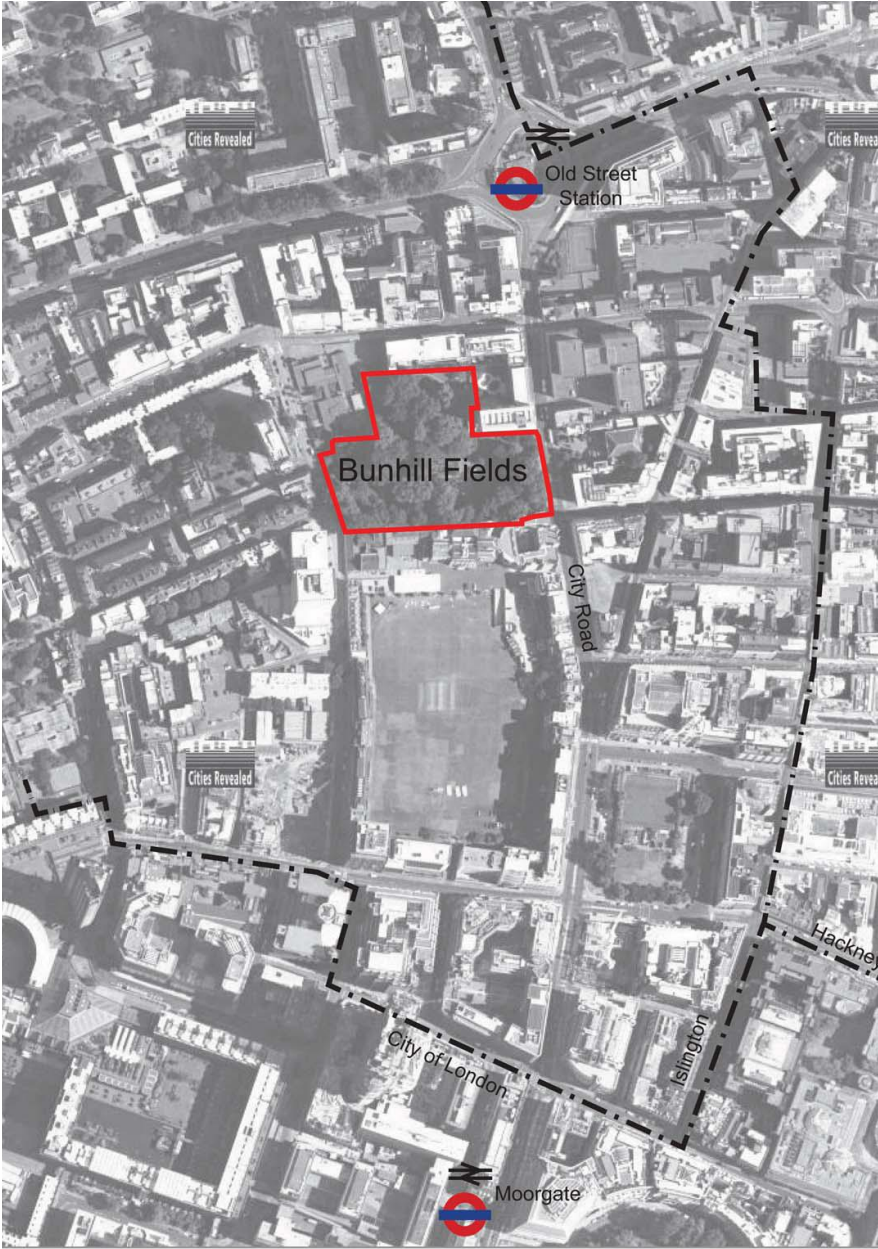


Figure 1: Location plan of Bunhill Fields



Figure 2: Site Map of Bunhill Fields

3.3 Facilities and features

Bunhill Fields contains the following man-made physical characteristics:

Open Space

- Over 12,000m2 of ornamental lawn
- Approximately 120 trees
- Approximately 320m2 of shrub and herbaceous areas

Park infrastructure

- 2,300 Memorials
- Approx 715 metres of railings
- 1,258 m2 paving
- Approximately 35 Park benches
- 2 entrance sign boards and 1 lockable notice board
- Gardeners Hut
- Staff yard and storerooms
- One public toilet

3.4 Natural characteristics

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.

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.

The topography of Bunhill Fields is generally flat and the Ordnance Survey grid reference is TQ326822.

3.5 Ecological characteristic

Bunhill Fields is also considered a site of Borough Importance for Nature Conservation (Grade 2) 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. Where possible planting is being selected to improve biodiversity of the site.

3.6 Historic characteristics

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 English Heritage have entered it on the Heritage at Risk Register which publishes annually. In addition the burial ground is within the Moorfields Archaeological Priority Area.

3.7 Local area characteristics

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.

3.8 Opening hours

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:

Table 1: Bunhill Fields Opening Hours

Month	Closing Time
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

4. Objective 1: A well-managed Park

4.1 Introduction

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.

4.2 The City of London Corporation: working for a World Class City

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.

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.

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.

4.3 Open space management

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.

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.

4.4 The Open Spaces Department

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

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.

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.

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.

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.

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.

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 on the [City Gardens website](#).

4.5 Open Spaces Strategy

The City of London Open Space Strategy was produced 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.”

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.

A detailed plan to deliver the strategy over the next 5 years in the short and medium term has been developed.

4.6 Management of Bunhill Fields Burial Ground

Bunhill Fields comes under the 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.

4.7 1960 City of London (Various Powers) Act

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.

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.

4.8 Restrictions and Covenants

- 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

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.

4.9 Operating budget

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.

4.10 What is our budget used for?

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



Figure 3: 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.

4.11 Budget constraints

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 rising utility and other associated costs, it is becoming more difficult to meet the cost of all the services we provide. 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.

4.12 Staff Structure

Bunhill Fields is overseen by the Superintendent, with the City Gardens Manager having responsibility for the overall management of Bunhill Fields.

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.

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.

4.13 Investment in People

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.

4.14 Staff training, learning and development

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.

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.

4.15 Annual performance & development reviews

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.

4.16 Engaging and involving all staff in decisions

We are fortunate to have a considerable number of motivated and committed staff who wishes 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.

4.17 Recruitment and induction

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.

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.

4.18 Data Management

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 also work with 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.

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.

4.19 Green Flag Award and Green Heritage Award

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.

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).

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.

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.

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.

4.20 Working with the London Borough of Islington

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.

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.

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'

4.21 Designations

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 part of the Bunhill Fields and Finsbury Square Conservation Area, which is listed on the Heritage At Risk Register compiled by English Heritage as a Conservation Area at risk.
- 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)

5. Action Plan for Objective 1: A Well Managed Park

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.

Table 2 - 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 personnel 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.

5.1 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

5.2 Additional desirable projects

- 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.

6. Objective 2: A welcoming Park

6.1 Accessing Bunhill Fields

There are two entrances to Bunhill Fields; one on Bunhill Row and the other on City Road. Both entrances have signage welcoming visitors to the site. The signs contain a large City of London logo 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. There is also a notice board on the staff hut to inform visitors about various events taking place throughout the year.

6.2 Something for everyone

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 based on 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.

6.3 Memorials

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.

6.4 Site accessibility

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.

6.5 Addressing the Disability Discrimination Act (1995) requirements

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

The Disability Discrimination Act (DDA) 1995 makes it unlawful for service providers to discriminate against disabled people.

6.6 Our progress to date

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.

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. 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

Bunhill Fields is easily accessible by public transport by bus, underground and national rail.

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

The nearest underground stations are:

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

The nearest National Rail stations are:

- Old Street: 10 minute walk
- Moorgate: 15 minute walk Barclays Cycle Hire Docking Stations
- Bunhill Row, Moorgate
- Finsbury Square, Moorgate

7. Action Plan for Objective 2: A Welcoming Park

In order to support the objective of providing a welcoming park, the following projects and actions are proposed during the life of this plan.

Table 3 - 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, and 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	Dependent 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	Dependent on funding.
OBJ 2e	Develop an audio tape to tell the story of Bunhill Fields.	CMP	2016/17	Medium	Dependent 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 dependent.
OBJ 2g	Provide a tactile plan of Bunhill Fields.	CMP	2016/17	Medium	Dependent 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

7.1 Additional desirable projects

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 impaired mobility.

8. Objective 3: A healthy, safe and secure Park

8.1 Health and well being

Visitors to Bunhill Fields can enjoy a number of activities that promote healthy living.

8.2 Guided walks

City Guides lead 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.

8.3 Quiet relaxation

The Garden provides an area where visitors can relax and contemplate in a quiet and beautiful environment. Secured seating has been positioned to enable enjoyment of attractive views throughout the year.

8.4 Equipment and facilities

A public toilet is located near Blake's memorial. Due to space constrictions it is currently not possible to provide access to disabled users, however if funding became available this would be a priority.

First aid assistance

There is a first aid kit available at the gardeners' hut and in an emergency ambulances are able to access the site. On site staff are also first aid trained.

8.5 Park furniture

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.

8.6 Site inspection

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)
- Building fabric inspections and repairs
- Fire and security alarm system servicing

Visual inspections at the site 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 twice a year

Any serious defects identified at the site 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.

If any graffiti or vandalism is noted through site inspections and are 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.

8.7 Security in Bunhill Fields

Bunhill Fields has an 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.

8.8 Park bye-laws

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.

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 dependent on available resources in the appropriate department. Although City Gardens 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.

8.9 Control of dogs

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 remove any dog fouling that has been left behind when undertaking cleansing duties.

8.10 Police support

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.

8.11 Vehicle management

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 operators 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

8.12 Health and Safety

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.

Health and safety (H&S) is given a very high priority by the Open Spaces Department, and is formalised through the Open Spaces H&S Management System, which includes twelve key indicators that all Divisions comply with. Each division must have or work towards:

1. **Organisation, Implementation and Communication:** 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:** local arrangements to ensure that all third parties are working in accordance with H&S legislation.
5. **Accident and Near Miss Reporting:** 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:** 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:** 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:** appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.
10. **Emergency Action Plans:** plans and procedures to deal with emergencies and disasters.
11. **Fire Safety:** appropriate fire safety equipment, training and procedures based on local fire risk assessments.
12. **Monitoring and Review:** 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.

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 practice and can review processes.

9. Action Plan for Objective 3: A Healthy, safe and secure park

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.

Table 4 - 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.
OBJ 3j	Investigate opportunities to mitigate air pollution on the City Road boundary of the site.	OSS	2015 - 2020	Medium	Dependant on funding

Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 3k	Introduce a regular 'green gym' gardening session for volunteers to promote health and wellbeing in the local community.	OSS	2015 - 2020	Low	Dependant on funding

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

9.1 Additional desirable project

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.

10. Objective 4: A well maintained and clean Park

10.1 Grounds maintenance

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. Re-landscaping works are always carried out in the winter due to the lower numbers of visitors.

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.

10.2 Maintenance standards

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

- **Litter Collection:** One recycling bin 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.
- **Leaf Clearance:** 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. In the area maintained by Friends of City Gardens leaves are allowed to accumulate under the tree canopy and collected by hand for onsite composting.
- **Shrub bed maintenance:** Beds are to be kept weed free throughout the year. Watering as necessary to ensure healthy growth and formative pruning, as required, in accordance with the needs of the individual species.
- **Garden grass cutting:** The Garden grass areas are cut not shorter than 25mm and not longer than 45mm which means 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.
- **Tombstone maintenance:** To be carried out as recommended in the Bunhill Fields Conservation Management Plan.
- **Park furniture:** 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 ad hoc basis.
- **General cleansing:** Pathways are swept regularly and leaf fall is picked up on a daily basis during autumn.

10.3 Litter and waste management

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.'

10.4 Park waste

Currently any litter collected on site, of which there is very little, is bagged and disposed of either to a waste to energy plant 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. 100% of green waste is collected and taken off site for composting. 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.

10.5 Tree safety inspections and maintenance

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).

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.

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.

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.

10.6 Grounds maintenance equipment - Induction

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

10.7 Equipment and machinery

The equipment and machinery required by Bunhill Fields is stored on-site where there is no public access.

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.

In researching replacement options, we are committed to selecting models that reduce environmental impact, both in terms of energy consumption and noise pollution.

10.8 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.

All annual servicing and major running repairs of grounds maintenance equipment is carried out 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.

10.9 Tools & equipment inventories

Details of all tools and equipment are logged on a digital 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.

10.10 Fuel storage

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.

10.11 Personal protective equipment (PPE)

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

In addition, a range of more specialist 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.

10.12 Buildings and infrastructure maintenance

All buildings and infrastructure maintenance is carried out by the City Surveyors Department. They provide buildings and memorial surveys, 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.

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 is carried out each July in order to record the condition of key assets and prioritise work for the following year against available resources.

10.13 Long term plans

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.

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.

10.14 Minor repairs

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

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.

10.15 Statutory inspections

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)
- emergency light testing (every six months)
- fire extinguisher and equipment testing (annually)
- water systems temperature and Legionella testing (quarterly)
- roller shutters inspection and service (annually)

11. Action Plan for Objective 4: A well Maintained and Clean Park

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:

Table 5 - 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 Massaria closely (3 inspections a year).	HSAR	Annually	Medium	On-going.

Key for Table

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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

11.1 Additional desirable project

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

12. Objective 5: A sustainable Park

12.1 Environmental Management

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.

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.

12.2 Climate change

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.

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.

12.3 Pesticides and Herbicides

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.

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.

12.4 Storage of chemicals

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:

Table 6 - Summary of chemicals used at Bunhill Fields

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

12.5 Peat use

The West Ham Park Nursery produces over 200,000 bedding plants a year for use in the City of London open spaces and have for the last 6 years provided all bedding plants in a peat free mix.

12.6 Procurement

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

12.7 Green Waste management and recycling

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. To reduce the amount of rubbish and waste going to waste to energy facilities, one recycling bin 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 except for leaves collected in the Friends area which are composted onsite.

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.

12.8 Water management - monitoring use

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.

12.9 Mulching

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

12.10 Housekeeping: reducing water use

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.

12.11 Energy management - Monitoring use

Meter readings for all electricity and 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.

12.12 Housekeeping

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

12.13 Nature Conservation

Nature conservation and biodiversity are covered in Objective 6, a park that addresses conservation and heritage.

13. Action plan for Objective 5: A sustainable Park

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

Table 7 - 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

13.1 Additional desirable project

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

14. Objective 6: A Park that addresses conservation and heritage

14.1 Cultural history

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.

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.

14.2 A brief history of Bunhill Fields Burial Ground

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.

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.

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.

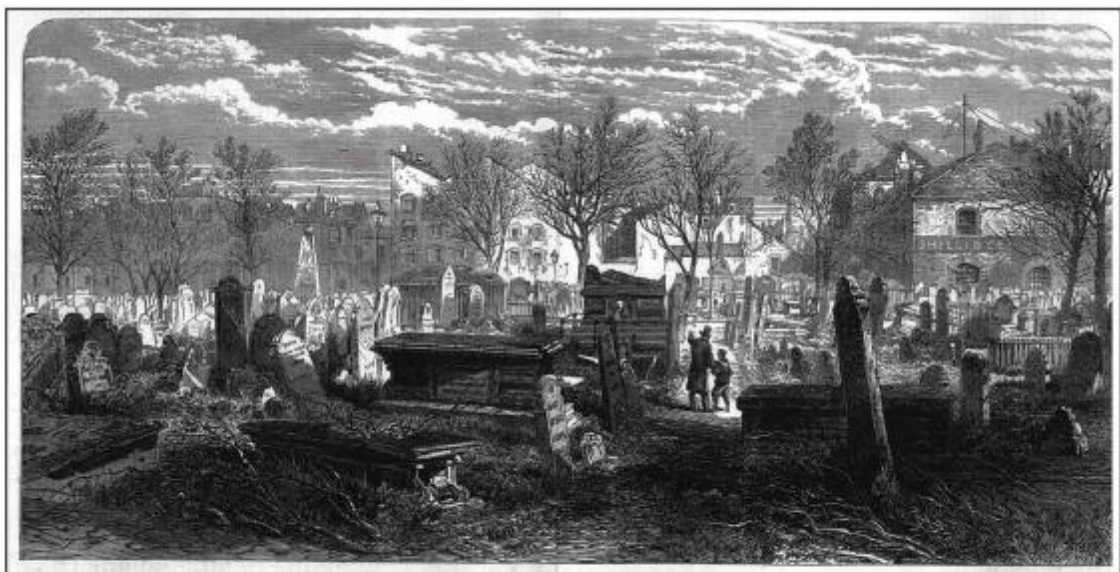
In the mid-seventeenth century, a new burial ground to bury the victims of the Great Plague was proposed, and the site was enclosed with brick walls and gates. The burial ground did not ever received plague dead, the land was leased to John Tyndall for a private cemetery, and it opened for burials in 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 19th century reformers.'

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.

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.

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

Figure 4 Image of Bunhill Fields, Illustrated London News 1866

14.3 Conservation of the landscape and built environment

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.

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.

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.

14.4 Management Policy - Memorials

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.

14.5 Management Policy – Walls, railings and gates

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.

14.6 Management Policy - Paths

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. Potential future projects include:

- 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.

14.7 Management Policy - Buildings

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.

14.8 Biodiversity and nature conservation

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 opportunities for all.
- Respect the limits of the planet's environment, resources and biodiversity.
- Contribute to a strong, healthy and just society.

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

Bunhill Fields is a Site of Borough Importance for Nature Conservation. This is a non-statutory designation of sites that provide 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 a variety of habitats including ancient memorials and walls that host lichens, mosses and ferns. It has a number of mature trees, particularly plane, lime, horse chestnut and sycamore, which provide good cover for a variety of garden birds.
- It has a diverse woodland flora, a survey of the Friends area in 2013 identified over 50 different species including the locally rare Spring Beauty (*Montia perfoliata*).
- 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, planting climbers, including ivy and increasing the level of shrub cover with native species such as holly. The site has the opportunity for the planting of pollen and nectar rich species to improve forage for bees and night scented species to encourage insects for bats and increasing access of water by installing a bird bath.

Since its designation as a Site of Borough Importance for Nature Conservation the biodiversity of Bunhill Fields has been enhanced by planting a native hedge to provide cover and forage for birds; planting early flowering primroses and native wildflowers to provide forage for insects and an extensive programme of planting spring and autumn flowering bulbs.

Bird and bat boxes have been installed and bird feeders maintained. Volunteers have counted birds every January since 2008 as part of the RSPB Big Garden Birdwatch. A number of birds breed in Bunhill Fields including jays, robins and wrens and the bird boxes are used by great and blue tits.

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.

14.9 Management Policy – Trees

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.

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.

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.

14.10 Management Policy – Grass

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 in natural swathes 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.

14.11 Management Policy – Shrubberies

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.

14.12 Management Policy – Biodiversity

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

14.13 Minimising our impact

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.

15. Action Plan for Objective 6: A park that addresses conservation and heritage.

In order to support the objective of providing a Park that addresses conservation and heritage, the following projects are proposed:

Table 8 - Objective 6: A Park That Addresses Conservation and Heritage

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, reseeding has been the most successful.
OBJ 6d	Continue developing and gapping up annually the shrub/herbaceous 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	Dependent on resources available.
OBJ 6i	Proposals to be considered for the appropriate commemoration of William Blake on his exact burial site.	CMP	2015 -2020	High	Permission to pursue options granted. Dependent on funding.

Action No	Action	Links to other docs	Start/End Date	Cost	Status
OBJ 6j	Repaint the iron wall plot markers.	CMP	2011/12	Medium	Review priority and when funding is available.
OBJ 6k	Identify further opportunities for planting of native woodland species and shrubs to increase forage for pollinators and cover for birds.	CGMP	2015 -2020	Medium	
OBJ 6l	Installation of interpretation to inform visitors of biodiversity interventions and management regimes.	OSS, CGMP	2015 - 2020	Low	
OBJ 6m	Maintain the bird, bat and insect boxes, replacing when necessary.	CMP CGMP	Annual	Low	Ongoing and subject to funding.

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- Cost: Low - £0 to £500, Medium - £500 to £5,000, High – over £5,000

15.1 Additional desirable projects

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:

- 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.

16. Objective 7: A Park where community involvement is encouraged

16.1 Understanding of current use of Bunhill Fields

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. In depth surveys are carried out every four years which supplement the annual 60 second survey carried out across City Gardens sites 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 the opinions of a visitor to the site at that particular time and give members of the public an opportunity 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 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'

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

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)

16.2 Visitor Experience: Development Priorities

Increase the number and diversity of visitors to 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.

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.

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).

16.3 Community involvement

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.

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

These groups are very supportive of biodiversity value, activities, events, and projects within Bunhill Fields and will involve themselves whenever possible.

16.4 School visits

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.

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.

Children from the Lyceum Primary School assisted in the refreshing the Peter Sheppard's planting in 2013. Children from the Golden Lane Campus Summer Holiday Playscheme assisted in filling up and erecting insect houses and bird feeders.

16.5 Community events

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.

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.

Approaches for external parties to hold events that widen the appeal and accessibility of Bunhill Fields to local residents and the wider community are welcomed.

The annual Open Garden Squares Weekend which 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. Short guided tours by City Guides will be included in future and the introduction of new activities to appeal to a wider audience.

16.6 Volunteering

Promoting and increasing volunteering is important for City Gardens and is included in 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 focuses on developing a volunteering improvement plan to identify opportunities for both residents and corporate employees at sites across City Gardens including Bunhill Fields.

Since the establishment of Friends of City Gardens in 2013 the number and range of volunteering activities and events has increased significantly. The activities are designed to engage with all groups within the community.

Regular volunteering within Bunhill Fields is being implemented and includes regular gardening sessions for adults as well as family activities such as games, storytelling and activities specifically for children such as insect forays. 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.

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 assist the onsite gardener with general duties.

Table 9 - Volunteering opportunities at Bunhill Fields – Yearly Planner

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

16.7 Encouraging further opportunities

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.

17. Action Plan for Objective 7: a Park where community involvement is encouraged

In order to support the objective of providing the following projects are proposed during the life of this Plan.

17.1 Objective 7: A park where community is encouraged

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.

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

17.2 Additional desirable project

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

18. Objective 8: A well marketed and promoted Park

18.1 Information and interpretation

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.

18.2 Website

All marketing and promotional information about Bunhill Fields is placed on the City of London Corporation Open Spaces website which was relaunched in 2012 [City of London Corporation Open Spaces website](#), 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

18.3 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.

18.4 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 is currently available onsite, at events and activities and on the City Gardens website.

18.5 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.

18.6 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 breakdown of expenditure for each site. This is distributed to all Park staff and local organisations, and is available to visitors on request.

18.7 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.

18.8 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 events that are happening elsewhere in the City of London, and contact details for people to acquire further information.

18.9 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.

18.10 National Awards

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

18.11 Press releases

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.

18.12 Mailing List

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 residents within a one mile radius a mailing list is maintained by the City Gardens office.

18.13 Filming

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.

19. Action Plan for Objective 8: A well marketed and promoted park

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.

Table 10 - Objective 8: A Well Marketed 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 enhance 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
- 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

19.1 Additional desirable project

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

20. Delivering, monitoring and reviewing the Plan

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.

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.

20.1 Annual reviews

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

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

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.

20.2 Measuring success

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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Committee:	Date:
Open Spaces and City Gardens Committee	20th April 2015
Subject:	Public
City Gardens Draft Events Policy	
Report of:	For Decision
Director of Open Spaces	
Summary	
<p>This report sets out the background and production of a draft City Gardens Events Policy at Appendix 1. It sets out the vision, aims and objectives for the management of small events to be trialled in selected City Gardens.</p> <p>Members are asked to review the document and its associated appendices including a proposed fees and charges structure and to agree to its use as a draft policy as a pilot for one year.</p> <p>Following the pilot, a further report will be brought back to Committee to report on any findings and suggested amendments to the draft policy in order to formally adopt the policy as the City Gardens Events Policy.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the City Gardens Draft Events Policy, attached at Appendix 1 • Agree to the use of the City Gardens Draft Events Policy to manage events as a pilot for one year from May 2015 to June 2016 • Agree to the proposed fees and charging structure • Delegate authority to the Superintendent of Parks and Gardens to decide whether to approve or refuse applications for events in City Gardens for the pilot period 	

Main Report

Background

1. City Gardens regularly organises and facilitates small scale events and activities, the majority of these have been walks and talks, seasonal lunchtime well-being activities and volunteering environmental activities. These events have been either funded through external grants or arranged by the City Gardens team in partnership with community groups such as the Friends of City Gardens and the City of London Guides at minimal cost to the City.
2. In addition, the gardens attract regular filming and photography requests; these are managed by the film liaison team and facilitated by the City Gardens team, accruing modest annual amounts of income. In recent years the City Gardens team has experienced an increasing number of requests

from members of the public to use the gardens to hold special events such as wedding proposals and wedding celebrations.

3. The City's gardens are protected by various legislation and regulations which helps protect and govern the use of these gardens including restricting certain activities.

Current Position

4. All of the City of London's open spaces are less than two hectares in size and fall within the definition of the London Plan's (2011) hierarchy of open spaces as *Small Open Spaces* and *Pocket Parks*. Their size is therefore considered only suitable for small scale events. According to the Health and Safety Executive (HSE) a small event is classified as 'the attendance of 500 people or less'.
5. Until now the City Gardens section has not actively publicised the gardens to be used for event purposes. Any fees that have been charged have been minimal and have been used to cover costs incurred by the gardening team for facilitating the event. However, officer time responding to and assessing requests has taken time and is currently not covered by a charge.
6. The current Service Base Review is tasked with finding ways to identify savings as well as increasing income to support revenue budgets. The introduction of this draft policy and pilot period could be an opportunity to increase income for the City Gardens revenue budget.

Proposal

7. The City Gardens Draft Events Policy acknowledges the value and benefit of outdoor events, contributing to the City of London's cultural offer. The draft policy provides guidance with the decision-making while protecting residents, visitors and the green space infrastructure from any negative impacts which an event may cause.
8. The draft policy aims to offer guidance in relation to the number, size and nature of events that can be held in each green space

Fees and Charges

9. The structure for fees and charges is outlined in Appendix 3 of the draft policy and has taken into account a differing levy to reflect commercial, corporate and charitable events respectively. In addition, it is proposed that fees are charged for commercial exercise classes, wedding photography and corporate volunteer days. The introduction of an application fee will assist with filtering out speculative events, manage demand and contribute to covering administration costs.
10. The City has a number of different garden user groups who support the maintenance, development and enjoyment of our gardens. These volunteer groups hold a number of 'free of charge' community events throughout the year. The City Gardens team will continue to host and support these events

acknowledging the significant community benefit that these events bring to the gardens.

11. The City Gardens team has benchmarked the recommended fees and charges against other London local authority parks departments to ensure the charges are reasonable, competitive and viable.
12. It is proposed that the fees and charges are reviewed each year and any increase will reflect the Retail Prices Index (RPI).

Management

13. The approval process and management of events is described in detail in the draft policy found in Appendix 1.
14. To ensure information is shared and to reduce any conflict that a City Gardens event may have with other events taking place in the City, event requests will first be assessed by the City Gardens Events Group (CGEG). The group will be made up of members of the City Gardens team. The group will assess the event applications to ensure a proposed event meets the requirements laid out in the draft policy. The Parks and Gardens Superintendent will have the final say in approving or rejecting an event. Where an event requires further scrutiny, using the criteria outlined in the draft policy, it will be presented for decision to the City of London Safety and Advisory Group (SAG) which meets quarterly. This group is made up of representatives from Highways, Pollution Control, Health and Safety and the City of London Police.
15. The draft event policy will be promoted and publicised on the City Gardens website page and e-newsletters.

Corporate & Strategic Implications

16. The provision of a well-designed events programme supports a number of key City of London policies and objectives as follows:
 - **The Corporate Plan 2013-17**- through a key policy priority of maximising the opportunities and benefits afforded by our role in supporting London's communities
 - **The Open Spaces Business Plan 2014-2017**- through the strategic objective of improving our use of resources through increased income generation and improved procurement
 - **Visit the City**-a visitor destination strategy for the City of London 2013/17 which seeks to provide a framework for the delivery of the City of London Corporation's visitor services, providing a clear statement of our vision for the assets we control and the areas over which we may have influence within the City area.

Implications

17. **Legal Implications** - The approval of an event does not remove the need for the event organiser to secure all other necessary consents such as advertising, licensing and complying with both Byelaws and statutory legislation. This is explained in the draft policy and guidance notes. Once the

event has been agreed a City Gardens Events Licence will be issued to the applicant, see Appendix 4 of the draft policy.

18. A number of the gardens identified for this pilot are governed by their own individual Byelaws as well as statutory legislation such as the Open Spaces Act. The City Gardens Event Group will ensure during the assessment stage that an event will be compliant and advise applicants accordingly.
19. Delegated decisions to grant applicants permissions or licences that may affect an individual will need to be recorded and published pursuant to the Openness of Local Governance Bodies Regulations 2014. Applicants will be advised how any personal data will be processed by an appropriate Fair Processing Notice.
20. **Human Resources** - during the pilot period, the City Gardens Manager and Support Officer will manage the day to day event arrangements, undertaking this work within existing resources.
21. **Equalities** - an Equalities Impact Assessment has been carried out in relation to the design and implementation of this draft policy and was found to have a relatively low positive impact overall.
22. **Financial** - the structure for fees and charges is outlined in Appendix 3 of the policy. Both a booking and damage deposit required as part of the event management procedure will be collected by the City Gardens team.
23. **Consultation** - throughout the preparation of this draft policy, key internal stakeholders have been consulted through meetings, emails and phone conversations. Their comments and advice has been incorporated into the document.
24. The next step is to pilot the policy for a year reporting back to committee in May 2016 on the level of interest, management issues, resourcing and income generation. Amendments to the draft policy will be made to reflect any changes as a result of the pilot.

Conclusion

25. The City seeks to ensure best use of City Gardens for open space purposes, subject to public enjoyment being safeguarded. The City also wishes to ensure that requests to hold events are treated in a fair, consistent and appropriate manner. This report summarises the key points associated with the management of a City Gardens Draft Events Policy and the City Gardens team's intention to trial its use for a pilot period between June 2015 and May 2016
26. Officers will report back to Committee in June 2016 updating Members on the success and/or issues raised as a result of the pilot. Revisions to the draft policy will be made to reflect these findings and a final draft will be presented to members for approval before adopting it as the City Gardens Event Policy.

Appendices

- Appendix 1 - City Gardens Event Policy

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Draft City Gardens Events Policy 2015

1. INTRODUCTION

The City of London Corporation acknowledges the value and benefit of outdoor events. Diverse and well-designed events can provide a vital element for the City of London's cultural offer. This policy is provided to assist the decision making behind a sustainable and varied programme of events whilst protecting residents, visitors and green spaces infrastructure from any negative impacts that events may cause. The policy aims to offer guidance in relation to the number, size and nature of events that can be held in each green space

This policy also aims to communicate to event organisers, residents and City of London staff, the obligations, responsibilities and limitations which all event organisers have in relation to staging an event in a City garden or green space.

Whilst the main focus of this policy is events taking place within the gardens, it is considered that many of the recommendations, objectives and operational matters are equally relevant to events within other City of London localities. Applications for events in churchyards or sites that are managed by, through or in conjunction with third parties will be considered through a joint approval process.

2. SUPPORTING DOCUMENTATION

This policy should be considered within the context of the other documents which are referred to below. These underpin and provide the detailed procedures and protocols which support this policy document.

Appendix 1 Application form for events in City Gardens	Appendix 2 Guidance notes for events in City Gardens
Appendix 3 Fees and charges schedule	Appendix 4 Licence (including indemnity, terms and conditions)
Appendix 5 Garden description and guidelines	

3. STRATEGIC CONTEXT

This policy takes into consideration the overall strategic priorities of the City of London, as well as the City Gardens Management Plan, City of London Open Space Strategy and the City's Biodiversity Action Plan.

AIMS

It is intended that this policy will balance the interests of residents and businesses and allow City Gardens to:

1. Develop events that promote use of our green spaces and safeguard public enjoyment
2. Encourage events that have strong community benefit and engagement
3. Generate income that can be reinvested back into the gardens to enhance and protect the infrastructure
4. Support community event organisers and parks user groups through the development of tools and resources to streamline the event application process and up-skill event organisers

OBJECTIVES

The key objectives of the event policy and related documents are to:

- Ensure all events are run effectively and comply with relevant legislation and byelaws
- Promote sensible risk management to facilitate delivery of safe and healthy events for attendees, the wider public and those working at the event
- Protect the reputation and promote a positive image of the City of London Corporation
- Ensure protection of the natural environment and the biodiversity at our sites
- Approve events where the organisers can clearly demonstrate they are able to deliver effective planning of an event which is robust and safety focussed
- Encourage, facilitate and initiate events which align with strategic priorities
- Encourage events which involve community participation and delivery
- Ensure minimum noise and disturbance to City Gardens users and neighbouring occupiers
- Ensure that pre-event consultation with stakeholders, nearby residents, churches, businesses and schools, is carried out in a timely and considerate manner and that City of London Safety Advisory Group (SAG) are aware
- Ensure that the green spaces are not damaged from any permitted event.
- Encourage and support an annual programme of quality, sustainable events
- Develop a culture which encourages a diverse range of community events with wide appeal for the community as well as tourists and visitors
- Minimise disruption to local residents, churches, businesses and transport networks through best practice management

- Promote the use of City Gardens for high quality public art and performance through encouragement and appropriate fees and charges
- Ensure that any City of London Corporation led events are value for money and have clear and measurable strategic objectives

4. EVENT CATEGORIES

This policy covers a range of event types recognising that some gardens may be inappropriate for any or all events due to their size or other constraints. The majority of City Gardens are less than two hectares in size and therefore can only accommodate small events, performances and activities.

Small events are defined as having an audience capacity not exceeding **500** people. If an event is considered to have the potential for a significant impact on an area, site or nearby residents, it may be considered a large event regardless of the estimated audience size. Hire fees are based on the event type, scale and garden location.

4.1 Community Events

A community event, being one organised by community groups and volunteers, should be without entrance fees. They will not provide advertising or other commercial benefit opportunities to a profit making business or organisation. The organiser will be asked to provide proof that they are not profiting from allowing third party contractors, e.g. commercial stallholders, to attend their event.

4.2 Charity Events

Not for profit and/or charitable organisations must be able to provide a UK charity number and also demonstrate that all surpluses from the event will be for the charity.

The City has a number of different garden user groups who help oversee the maintenance, development and enjoyment of our gardens. These volunteer groups hold a number of events throughout the year and in recognition of the invaluable role played hire fees will not be charged for such events

4.3 Commercial Events

These are defined as events which are intended to generate a profit and which may have an entrance fee attached.

4.4 Corporate Events

Corporate team building, brand events, VIP functions and incentive events all fall into this category.

4.5 Private Hire

Events included in this category may include family occasions, private parties and other personal events, and will be assessed on a case-by-case basis. Events of this type will normally be small scale, up to approximately 50 guests and may include the erection of small marquees or temporary enclosures/ shelters providing these structures do not obstruct the enjoyment and use of other garden users.

4.7 Public Art Installations and Performance

These are short and long term art installations and/or performances which are open and free for the public to engage in. Event organisers will need to submit a separate application to the City Arts Initiative Panel for assessment.

4.8 Internal Events

Those events staged by the City of London, Corporation will be charged on a cost recovery basis. Event limits and other conditions are subject to the same criteria as external events.

4.9 Weddings

None of our gardens are licenced for weddings/civil partnerships. However, a number of the gardens are suitable for small wedding/civil partnership celebrations.

Appendix 5 sets out a description of gardens available for hire and the indicative frequency of events within each category that will be permitted within City Gardens' green spaces. The maximum limits set out in Appendix 5 are for guidance only and specific decisions will take account of the frequency and timing of events to ensure that they are spread throughout the summer wherever possible. . A site visit to assess the feasibility for activities associated with an event will be essential.

None of the gardens have toilets that are available to the public. If required, provision for these will need to be organised and paid for by the event organiser.

Parking restrictions apply throughout the City and there is limited available parking near to most of the City Gardens

5. EVENT APPLICATION, BOOKING AND APPROVAL PROCESS

A comprehensive application vetting and approval process is intended to ensure that events are not approved or staged until all the conditions and criteria have been properly met.

The guidance notes (Appendix 2) are intended to assist event organisers and detail how to complete the application form, the assessment criteria and the responsibilities of event organisers. A number of key criteria have been identified that need to be assessed at the application stage. A decision will then be taken in relation to whether the event is considered appropriate for further consideration.

There are a number of factors that need to be considered if the event is to proceed to the next assessment stage. These are:

Cost to the City of London Corporation: The City would want to be clear that there was no financial impact to the City of London Corporation, unless otherwise specifically approved by the City of London. Event organisers should therefore be clear that all associated event costs, for example waste management would need to be met by the event organiser, including cleansing and litter that affects the adjoining highway. Where costs are incurred or the organiser would like to use one of our services, we would expect a full cost recovery. For example, we often advocate using our own waste service at events as we are confident with the quality of the service they provide. This is also the case with our noise team.

Community interest: events in gardens and green spaces can be contentious, with local residents and user groups often concerned about the impact upon their local space. To ensure an even spread of events, the events policy has a designated number of events and the type of events suitable for a particular type of space. Applications for events will be considered in relation to the time gap between events in order to manage disruption and any detrimental impact. It should, therefore, be possible for officers to do an initial assessment against that criteria laid out in the policy before presenting to senior officers for approval.

An event where there have previously been problems: sometimes, event applications may be received from people who have run events badly in the past, or where there are still costs outstanding. These would be identified at the initial stage and may prevent an event from proceeding any further.

Anticipated income: based on group/crowd numbers and length of the event, it should be possible to identify the potential income figure to the City of London Corporation at the start of the process.

An overview of the process is provided below:

5.1 Event application is to be received and assessed by the City Gardens Support Officer.

The event application and non-refundable application fee must be received **twelve weeks** prior to the event date to allow for the consultation and approval process to be completed. Should an application not be received within these lead times, it may be declined.

Due to the nature and small size of the green spaces contained within City Gardens it will only be possible to hold small scale events, the space available is unsuitable for major or large events, see (Appendix 5) for more information on the capacity and size of our gardens and green spaces.

5.2 No more than one event will normally be approved on the same day in each garden or green space. Should multiple applications be received for the same garden on the same date, one or both of the organisers may be offered an alternative date or garden. Event organisers may also be asked to move their event to another date or garden.

5.3 Applications will be checked for completeness and consistency with this policy and will be subject to consultation. Consultation will involve all stakeholders, including garden user groups, garden staff, Ward Members, residents, local businesses, churches, the City of London Police, Environmental Health, Pollution Control Team, Licensing and Planning departments and the Open Spaces and City Gardens Committee.

5.4 The decision is made by the City Gardens Manager whether an event warrants attendance at a City of London Safety Advisory Group (SAG) meeting, arranged quarterly or if as a smaller event it can be assessed at a City Gardens Event Group (CGEG) meeting held bi-monthly. This is based on information supplied in the application form or based on other knowledge of the event. References may also be taken if the event has taken place in another location/borough previously.

The SAG was established to provide a forum for key stakeholders, both internal and external, including all emergency services, to offer expert advice and provide guidance to event organisers. Only those event organisers who are planning events which have the potential to cause significant community impact or safety issues are invited to attend SAG. The SAG process is employed to ensure that organisers have a well-managed and robust event plan and can demonstrate that they are knowledgeable of its contents and the practical actions which are necessary to deliver the event safely.

At any time SAG can recommend that permission be refused for an event to be staged in one of the City Gardens spaces. Criteria for this escalation may be where the event:

- is new and has no history
- venue or audience may attract anti-social related disorder
- has a history of, or may attract crime and disorder
- requires the closure of one or more principle roads
- venue has never staged an event before; or has never staged an event of this magnitude or type
- requires temporary structures
- ticketing policy is unclear or of concern

The criteria on which the assessment is made to request an event organiser to attend SAG or CGEG is based upon whether:

- the event includes the sale of alcohol
- the event has any licensable activity (film screening, dance, live or recorded music, plays, beauty treatments, charity collections)
- the event includes large numbers of attendees
- the event will involve noise and possible disturbance
- the event includes children
- there are any serious health and safety concerns
- consultation is requested by any of the emergency services

- there are concerns that the event may not be well managed or safety delivered
 - there are historical problems in relation to a previous year's event
 - there is evidence that the event organiser has undertaken consultation with residents, churches, businesses and schools to ensure that relevant bodies are aware potential noise disturbance
 - the event organiser will need to provide a named contact to the residents, businesses, churches and schools for further discussion and or contact on the day of the event
- 5.5** Provisional approval/SAG/CGEG advice letter will be sent to the organiser which outlines all requirements to hold the event; the documentation needed and deadline date.
- 5.6** If required, event documentation from organisers is circulated to SAG/CGEG members within a minimum of two weeks prior to the SAG/CGEG meeting.
- 5.7** Event organiser/representative attends SAG/CGEG meeting if necessary and/or pre-approval documentation processed by the City Gardens Support Officer.
- 5.8** Any further requirements for the event recommended by SAG/CGEG members are conveyed in writing to the event organiser with a specified deadline for their production.
- 5.9** A refundable deposit is made at least eight weeks before the event begins.
- 5.10** Events not required to progress through the SAG/CGEG committee will be decided for grant or refusal of permission by the City Gardens Support Officer.
- 5.11** The City Gardens Support Officer will make a recommendation to the Superintendent of Parks and Gardens for an event to be given final permission or refused permission after SAG/CGEG process.
- 5.12** A City Gardens event licence will be sent to the named event organiser once an application has been approved. The event organiser must sign and return a copy to indicate that they accept the terms and conditions of the licence.
- 5.13** Once approved, events can be promoted through an events calendar on the City Gardens webpages and through local notices.
- 5.14** After taking into account all considerations above City Gardens decision on whether to approve or refuse any event is final.
- 5.15** An applicant having held a previous event should not presume that it will be accepted as an annual occurrence.
- 5.16** Both before and after any event where damage to the garden or litter concerns prevail, the Project Support Officer and a representative from the City Gardens division will inspect and report upon the condition of the site.
- 5.17** Guidance notes for events in City Gardens (Appendix 2) provide details on how to apply to hold an event.

6. EVENTS WHICH WILL NOT BE GRANTED PERMISSION

Events will not be granted permission if they are deemed to be inappropriate, prevent public enjoyment of an open space or contravene any conditions set-out in the City Gardens Terms and Conditions outlined in the event licence (see Appendix 4) or are considered to have a detrimental impact on the 'normal use' of the green space. Specific attention is drawn to the potential for noise nuisance as a result of amplified music for certain types of event.

This may also include:

- Any event which is likely to have an unacceptable impact on green spaces infrastructure and biodiversity of the selected site.
- Any event which contravenes Byelaws specific to the garden
- The City of London (Various powers) Act 1987 (which has been amended by a Byelaw) now permits temporary street trading to take place in accordance with a licence. With the exception of Petticoat Lane Market, trading can only take place (on the public highway) that is associated with, or forms part of, a City event. Trading from private land is still permitted and is unaffected by the new legislation, however planning permission may be required in certain locations. Please note that a permit for temporary trading for an event in Bunhill Fields Burial Ground (located in the London Borough of Islington) will need to be granted by the London Borough of Islington.
- Any event for which the organiser has not provided adequate documentation
- Any event which is refused support by one of the Emergency Services
- Any event where there is a risk of serious injury or ill health to participants, contractors or members of the public, and when measures to reduce risk to an acceptable level are either not available or are not proposed by the event organiser.
- Any event which discriminates against any individual or group on the grounds of race, religion, gender, sexual orientation or disability. This aspect will specifically include any charity, community or commercial ticketed event where any of the above groups or individuals are excluded or refused entrance.
- Any event with a political agenda inconsistent with City of London Corporation policies
- Boxing/wrestling and gaming events will not be permitted

It must be noted that the City of London Corporation retains the right to decline any application they do not wish to take place in any of their gardens or green spaces.

The following principles will be applied to the timing and frequency of events;

- i) No more than one event will normally be approved on the same day in each garden or green space
- ii) Events will not normally be approved on consecutive weekends over the period from May to September in each park.

- iii) The overall number of events approved between May and September will be restricted to maintain a balance between informal/casual access and structured access to gardens and green spaces.

7. HEALTH & SAFETY

The event organiser has prime responsibility for the health and safety of the event. Event organisers must assess health and safety impacts from their proposed activities and ensure that, as far as reasonably practicable, people setting up, breaking down and attending the event are not exposed to risks to their health and safety. A pre site visit will be essential to assess the hazards within the garden in relation to the activities.

Further information is available on the Health and Safety Executive website.
<http://www.hse.gov.uk/event-safety>

Many small scale events will only require simple common-sense precautions. Larger or complex events e.g. a performance involving staging and temporary electrical supplies, will require more specialist consideration. Certain events may require fire risk assessments to be carried out.

When selecting food businesses for an event, event organisers are advised to ensure that they have been registered by the operator as a food business. Organisers are also advised to ask for and take into consideration the food hygiene rating achieved at their last local authority food hygiene rating inspection.

For some events evidence of safety test certificates will be required for equipment such as bouncy castles, marquees, etc. Sub-contractors engaged by the organisers also have responsibilities and must provide all relevant documentation.

8. ADVERTISING

Advertisement Consent will be subject to advice from our Planning Department and may require Express Consent under the Town and Country Planning (Control of Advertisements) regulations. Nothing in this section affects the need for Advertisement Consent from the Planning Department. The following deals only with the circumstances where the City as owner of the City Garden will allow advertisements to be displayed. Permission will depend on the type and historical infrastructure of the site. The following is intended as a guide and for further information please contact the City of London Planning Department:

- The maximum size of a poster is A2 (420 x 590mm)
- Posters may be placed on either side of an entrance where railing or fencing allows. The posters are to be displayed in the permanent cabinets, where available, with the City of London's consent.
- Banners will not be permitted (although for Bunhill Fields, London Borough of Islington advertising/planning conditions will apply)
- Any displays must have all necessary Advertisement Consents issued by the Planning Department before the advertising is displayed.

If these conditions are not adhered to, signs and advertisements will be removed by the City of London Corporation. The cost of this removal will be deducted from the refundable deposit. Bill posting on highway verges, fences, highway barriers, street or park furniture and vacant premises is not permitted within the City of London.

An agreed poster and details of proposed poster locations should be submitted as part of the event booking form and will be subject to the event agreement.

Organisers of events who are granted final permission will be entitled to advertise their event on the events page on the City of London website.

9. CONCERNS

Residents wishing to express a concern whilst an event is taking place should contact the City Gardens Office on 020 7374 4127 or parks.gardens.@cityoflondon.gov.uk. Outside office hours there will be answering service. For noise complaints please call 020 7606 3030, or email publicprotection@cityoflondon.gov.uk.

10. APPEALS

Appeals may be submitted in writing to the City Gardens Manager within seven days of permission for an event not being granted. Thereafter one further appeal may be submitted within 21 days to the Superintendent of Parks and Gardens, whose decision will be final.

11. LICENSING

Temporary Events Notice (TEN)

A Temporary Event Notice (TEN) will be required to enable alcohol to be sold at an event. Please note that TENs are only for an attendance of 499 people or less and there is a limit on the number of TENs each venue can be granted each year. Event organisers need to formally notify the City of London Corporation if they are holding a licensable event. Events held in Bunhill Fields Burial Ground requiring a TEN should be notified to the London Borough of Islington. Any premises (an open space is considered a premise) may be given twelve notifications per calendar year. Each notification can be for a period of up to seven days but the total number of days, per annum, may not exceed 21 in total. Full details will be available on the City's website.

See website for further information:

<http://www.cityoflondon.gov.uk/business/licensing/Pages/default.aspx>

12. TERMS AND CONDITIONS

Terms and Conditions for the hire of a City Garden or open space are set out in the Event Licence (Appendix 4). This intends to communicate to the event organiser their obligations.

12.1 Where scheduled:

Where the garden is part of a scheduled ancient monument and has statutory protection no activities should be carried out that would affect or cause potential disturbance or damage to the monument, including work to any structures or any intrusions into the ground. It is a criminal offence to destroy or damage a scheduled monument either intentionally or through recklessness. It is also a criminal offence to carry out or to permit others to carry out unauthorised works to a scheduled monument, i.e. works undertaken without Scheduled Monument or Class Consent.

12.2 Where listed:

Where a garden contains listed buildings no works should be carried out that would affect or cause potential disturbance or damage to the listed building. Carrying out unauthorised works to a listed building is a criminal offence and individuals can be prosecuted.

13. FEES & CHARGES

A pricing structure for events in City Gardens (Appendix 3) has been benchmarked against prices charged by other equivalent London Boroughs. The fees and charges schedule will be reviewed annually to ensure both market competitiveness and maximisation of potential income to the City of London. In addition, the City of London Corporation reserves the right to vary the charge for commercial events where the City Corporation considers that proposed entrance fees are high.

13.1 Application fee

A non-refundable application fee will be payable once the application form is submitted. Payment is due on receipt of invoice for the application to be assessed, for timescale see 5.1.

13.2 Deposit

Once an event is approved and the organiser advised of the hire fee, a deposit payment of £500, or 20% of the hire fee, whichever is greater, will be required prior to the event. This amount will be refundable against the hire fee for the event. Payment of the deposit secures the booking and until this fee or the total hire fee is received the allocated garden will remain available for hire by other users.

13.3 Hire Fee

This is calculated by the City Gardens office and is calculated by assessing the size of the event, type of event, number of attendees, the time of year which the event is occurring, potential damage to the park and any historical information

which the event may carry. The City Gardens Manager's decision is final as to the amount of the hire fee.

13.4 Full payment

Full payment of all fees must be made and cleared a minimum of **10 working days** before any event takes place.

13.5 Damage Deposit

Events that are assessed to have potential risk to the physical environment of the open space will require a damage deposit to be lodged with the City of London. This additional deposit must be paid a minimum of **10 working days** before the event date and will be used to fund any repairs for damage caused by the event. Should funds remain after repairs are completed, the remainder will be refunded to the event organiser. Where the deposit proves to be insufficient to pay for damage caused, the organisers will remain liable for all additional costs.

13.6 Cost to the authority

The City of London Corporation would want no financial impact to arise from any particular event hire. Event organisers should therefore be clear that all associated event costs, for example waste management, must be met by the event organiser. Where costs are incurred or the organiser would like to use one of our services, we would expect full cost recovery.

13.7 Waste Management Conditions

Payments for waste or damage at the event site will be charged after consultation with the City Gardens Manager to determine the cost for a clean-up operation by gardening staff or a City of London sub-contractor and/or the cost of repairing damage to the gardens. As waste management is a constant problem in gardens after events any event organiser expecting more than 200 attendees will be subject to, either:

- Using a professional licensed waste management service provider and showing evidence of payment for their services
- Using the City of London waste management service

14. CANCELLING AN EVENT

The City reserves the right to cancel forthwith the holding of any event within City Gardens in the event of any emergency or as a result of a security alert or on the advice from the police authority or any other appropriate authority or because of poor and extreme weather. The City Gardens team will make an assessment regarding cancelling an event due to extreme weather taking in to account the type of audience and the nature of the event. In the event of any event being cancelled under the provisions of this clause, the City shall not be held liable to the hirer for any fees costs or damages, loss nor any consequential loss sustained as a result of or in any way arising out of the cancellation of the

function but shall repay to the hirer without interest all sums paid by the hirer on account of the hirer charge.

The City of London Corporation reserves the right to require the hirer to alter the date of use if it should become necessary for any reason, provided reasonable notice is given of such alteration (except in the case of an emergency when the clause above will apply). In the event the hirer is unable to alter the date, the City of London will repay all monies paid by the hirer to the City within 10 working days but will accept no liability for any other fees, costs or damages or any consequential loss what so ever.

In the event of the hirer cancelling the event more than **60 days** in advance of the event and no alternative booking is received, City Gardens reserves the right to retain the full deposit.

In the event of the hirer cancelling the event less than **60 days** before the event and no alternative booking received the City reserves the right to retain the full deposit and to recover the balance of the hiring fee as debt due.

15. APPENDICES

1. Application form for events in City Gardens
2. Guidance notes for events in City Gardens
3. Fees and Charges schedule
4. Licence (including indemnity, terms and conditions)
5. Garden descriptions and guidelines

Open Spaces Department
City of London, City Gardens
 PO Box 270, Guildhall, London EC2P 2EJ

Telephone 020 7374 4127
email parks.gardens@cityoflondon.gov.uk

Application form for events in City Gardens

Please refer to accompanying guidance notes when completing this form

Name	
Organisation	
Postal address	
Contact name	telephone no.
email address	

Type of event		
Park/Garden name		
Insurance - Public Liability Cover - please provide your policy details:		
Health and Safety - depending on the type of event, we may need you to supply a risk assessment and method statement.		
Preferred date(s)	Start time (include set up)	End time (include time to clear up)
Number of participants	Space required	Will alcohol or food be provided or sold?
Please provide as much information as possible about your event, for example, the type of audience (children/adults), how you plan to manage the event safely, the activities that will take place, subcontractors you will engage, equipment you may use and or install etc.		

Please continue overleaf

City of London Corporation processes personal data in compliance with the Data Protection Act 1998. The personal information provided on this form will only be used for the purpose of processing this application. It will not be used for any additional purposes or be disclosed to any third parties without your permission, except where this is otherwise required by law. The information will be kept no longer than necessary.

Please see Fees and Charges Schedule, by submitting this application you are agreeing to pay the application fee.

For completion by City Gardens Office	Fee payable £	Fee to include photography & filming
Check Byelaw compliant	<input type="checkbox"/>	If unclear check with legal team
Check date availability	<input type="checkbox"/>	Reserve date <input type="checkbox"/>
Public Liability Insurance cover:		
Any additional licences required:		
Risk assessment and method statement supplied & approved?		
Approved	City Gardens Manager	Date

Guidance Notes for Events in City Gardens

1. Introduction

The City of London is home to attractive areas of open space that provide the City's community with much needed oases of calm. The City of London's open spaces are less than two hectares in size and fall within the definition of 'Small Open Spaces' sometimes known as 'Pocket Parks'. The restricted size of individual gardens suits small-scale events and activities only. More information can be found on our website:

<http://www.cityoflondon.gov.uk/things-to-do/green-spaces/city-gardens/Pages/default.aspx>

The City Gardens section also maintains and cares for a number of churchyard green spaces; if you are planning an event in one of these, permission from the Church landlord will also be required.

These guidelines have been written for people who want to hold small events in our gardens, for example:

- a guided walk
- a concert on the Finsbury Circus bandstand
- performing arts event, theatre, or recital for an audience
- a community event to involve local people
- a celebration event
- filming or photography
- a drinks reception
- a fete

This document contains details of:

- how to apply to hold a small event
- the assessment process for applications
- City Gardens Byelaws
- organisers' responsibilities

2. Licensing Act 2003

Some activities related to an event will require a licence, these include: selling alcohol, selling food and drink, performing amplified music, theatrical and dance performances, charity collections. Further information can be found on our website:

<http://www.cityoflondon.gov.uk/business/licensing/alcohol-and-entertainment/Documents/Statement%20of%20licensing%20policy%20text%20only.pdf>

3. Fees

An application fee is payable at the time of application to cover our administration costs and this is non-refundable. Fees for the event itself will depend upon the type, nature and size of the event; please see Appendix 3, Fees and Charges Schedule, which is also available on our website and in the City Gardens Events

Policy. We will advise you of the amount that will be payable once we have assessed your application.

In addition to an event fee, organisers will be asked to pay a refundable deposit to cover the cost of any damage that may be caused. The deposit must be received prior to the event date and will be returned after successful completion of the event, less any deductions for reinstatement or costs that we have incurred to return the garden to the condition that it was in before the event.

4. How to apply

Please complete the form available on our website 'Application form for events in City Gardens' and return to either parks.gardens@cityoflondon.gov.uk or to the postal address given on the form. Once your form is received you will be sent an invoice for the application fee. The application will not be processed until payment has been received.

5. Notice period

Your application should be received **twelve** weeks prior to the event date to allow for the consultation and approval process to be completed. Applications may be declined if not received in time.

We cannot guarantee an immediate response and this may affect your planning time. It is advisable to submit your application as early as possible for summer events as these dates are particularly in demand and availability is limited.

6. Organisation and contact name

If you are applying on behalf of a company, charity or community group, please state the name of your organisation and the name of the person who is organising the event. At a later date we will require contact details of the individual who will be responsible during the event or activity.

7. Type of event

Please state whether your event is private/family, charity, commercial or corporate. There is further information on event categories in section 4 of the City Gardens Events Policy.

8. Garden/open space name

Please give the name or location of the open space that you would like to use.

9. Dates and times

Please indicate the date and time that you would like your event to take place and any alternative dates that you would consider. When estimating how long the event will last, please include time for setting up and clearing away.

10. Number of participants

Please state the total number of people expected to take part or attend.

11. Other information

To help us when assess your application please provide further details of the event you are planning and who will be attending. List the activities that will take place and indicate your plans to manage these safely.

It is important to state if people attending your event will be charged an entry fee and how you intend to collect this (please note that Byelaws for individual gardens often prohibit the collection of money in the garden). Please advise us of details of any previous events that you have organised, especially in City Gardens. If the proposed activity is a guided walk, sponsored walk or similar, please indicate the route you would like us to consider. We can assist with this if you are unsure.

12. Assessing your application:

The assessment criteria include:

- If the event is suitable for the garden requested
- Whether there is already an event taking place
- If the application has been made in time
- If details of Public Liability Insurance cover (£5 million) have been provided
- If separate applications have been made for any necessary Licences relating to the sale of food or alcohol (i.e. Temporary Event Notice)
- The track record of the organiser for well managed events held previously
- Events will require a written risk assessments in advance; some e.g. performing arts events involving use of electrical equipment or staging, are likely to require more detailed consideration to develop an Event Safety Plan, including risk assessments and method statements illustrating a well-planned event. The Plan will need to identify a named person to take responsibility for delivering safety at the event.

Some useful guidance on how to plan and manage events safely, including how to carry out a risk assessment, is available on the Health and Safety Executive (HSE) website: <http://www.hse.gov.uk/event-safety>

13. City Gardens Byelaws

A number of our gardens are subject to their own Byelaws which prohibit certain activities. We will advise you when you make your initial enquiry/application whether Byelaws will affect your proposed event.

However, if you plan to do any of the following you must include a request to do so in your application (this will not guarantee permission being granted, all requests need to be discussed with the City Gardens Manager before they are allowed):

- Bring equipment or infrastructure into the garden/open space (i.e. gazebos, mini marquees, tables and chairs)
- Play music, amplified or not
- Display signs or banners
- Sell items/goods
- Sell food and drink or alcohol

14. All event organisers are expected to:

- Clear away all items and equipment after the event
- Remove all litter
- Adhere to the route and area of the site agreed
- Be insured for Public Liability with cover of £5 million per incident. Organisers of private/family celebrations may find that this is included as part of their household policy
- Ensure that children participating in the event are supervised at all times by a competent adult
- Provide adequate stewards if required. For example, sponsored walks will be expected to provide stewards at road crossings
- Make arrangements for first aid

15. Event organisers must not:

- Fix items to trees, railings, fences or any other structures in the park
- Drive stakes into the ground
- Cook or barbecue any food, or light fires or flaming torches
- Sell alcohol without obtaining an alcohol licence
- Leave items or equipment unattended
- Let the event interfere with or obstruct other park users
- Hand out literature at an event, unless special permission has been given
- Solicit donations from park visitors i.e. bucket collections or similar
- Release balloons
- Stage pyrotechnic displays
- Disturb wildlife
- Climb, or allow others to climb on, statues, monuments or infrastructure
- Move benches, fixtures and fittings
- Vehicles are not allowed into the gardens

16. Acceptance of proposal

When we are satisfied that your event can go ahead, we will write to you giving permission. The permission letter and licences issued must be carried with you

on the day of the event, should you be asked by a member of the City Gardens team or the City of London Police to show them.

Fees and Charges 2015/2016

Fee type	Event size	Amount
Commercial/corporate events		
Application fee		£155
Basic hire fee	(up to 500 people)	£1,320
Ticketed events 15% of receipts additional to basic hire fee		
Deposit (25% of hire fee)		£330
Additional event day (30% of basic hire fee)		£396
Set up/clear away per day (15% of basic fee)		£198
Damage deposit (or 20% hire fee, whichever is greater)		£500
Non-profit/charity events		
Application Fee		£55
Basic hire fee	(up to 500 people)	£990
Ticketed events 15% of receipts additional to basic hire fee		
Deposit (25% of hire fee)		£247
Set up/clear away per day (15% of basic fee)		£148
Damage deposit (or 20% hire fee, whichever is greater)		£500
Other activities		
Wedding photographs	(up to 2 hours)	£155
Community based exercise classes delivered by an instructor per day per garden (annual fee)		£100
Private commercial City of London based exercise classes delivered by an instructor day per garden (annual fee)		£150
Private commercial National exercise classes delivered by an instructor day		£500

per garden (annual fee)		
Corporate volunteer days		£50 a head
All fees will be subject to VAT		
<p>Filming / Photography - Commercial productions / student projects. All filming enquiries must be directed to the City of London Film Office filmliaison@cityoflondon.gov.uk or Tel 020 7332 3202</p>		
<p>Litter & Waste Management – The above rates do not include litter and waste management. Event organisers are expected to leave the park in the same condition as they find it. Details are available in the City Gardens Hire Terms & Conditions.</p>		
<p>Events will require payment of a refundable booking deposit in order to secure the date and time of an event. The fee will be a minimum charge of 25% of the daily hire fee.</p>		
<p>Events will require payment of a refundable damage deposit, this will be £500 or 20% of the hire fee whichever is greater.</p>		
<p>Gardener charge – many events require the services of the City Gardens staff. This may include unlocking of gates, the requirement of staff to be onsite after their normal working hours or providing general event support. The gardener charge-out cost is set at £23.34 (2015) per hour for normal working hours £35.00 (2015) for out of normal working hours. This is over and above the standard garden hire fee.</p>		
<p>Bronze control – some events may require the attendance of a council Events Officer to act as the bronze control on behalf of the City of London. Additional charges will be applied to cover staff time when this is required.</p>		

City Gardens will charge for any direct costs that we incur as a result of events, in addition to the fees described above. Such costs typically include: additional litter collections, removing park furniture and repairing damage to soft or hard landscapes. A list of potential costs will be discussed and agreed when booking your event.

All fees will be subject to VAT

CITY GARDENS EVENTS LICENCE

<INSERT PROPERTY>



Licence

Licensee	<INSERT NAME>
Property	City Garden, address details <INSERT ADDRESS>
Period	To commence no earlier than <INSERT TIME> on <INSERT DATE> and to expire no later than <INSERT TIME> on <INSERT DATE>
Fee	<INSERT £ > exclusive of Costs and Value Added Tax chargeable under the Value Added Tax Act 1994 (“VAT”) to be paid by <INSERT DATE>
Access	Access during the Period to be by prior arrangement with the City Gardens Manager.
Alienation	The license to occupy granted by this Licence is personal to the Licensee and the Licensee will not transfer or share the Licence with any other person or organisation.
Costs	The Licensee will reimburse such costs as the City might reasonably incur in granting other appropriate documentation.
Disturbance	The Licensee will not undertake activities including the use of lighting and music and broadcast systems which cause an inconvenience, disturbance or annoyance to other park users or neighbours.
Filming Use	All operations and all activities and uses that are attendant with a proposed filming event including but not solely limited to the erection and use of any staging equipment and guest attendance by invitation of the Licensee and provision of refreshments to be undertaken according to the Terms and Conditions for Filming (Short Form) (October 2007 Edition). Such Use to be in common with the City and all others authorised by the City. <REMOVE PARAGRAPH IF NOT RELEVANT>
Indemnity	The City does not warrant the condition of the Property or that it possesses the consents necessary for the Use and the Licensee agrees to accept the Property in its prevailing condition and wholly at its risk and the Licensee indemnifies the City against all losses, claims, demands, costs, expenses and other liability resulting from this licence and any breach of the Licensee’s obligation in this licence.

Preparatory Planting The City will undertake such reasonable preparatory bedding planting at the Property as the Licensee may request upon payment of the Fee and subject to receiving adequate prior notification to enable such planting to be carried out and subject to the availability of plants according to any agreed planting plan and cost cap and will undertake such making good as its sees fit following the cessation of the licence. **<REMOVE PARAGRAPH IF NOT RELEVANT>**

Damage The Licensee will make good all damage to the City's property howsoever occasioned as a result of the grant of the Licence.

Security All equipment and possessions either personal or otherwise that are brought onto the Property by the Licensee or such other persons howsoever associated with the Use including those of its invitees is wholly at the Licensee's risk.

Signs The Licensee will not display any signs other than those which may be required by the City Gardens Manager for appropriate safety or warning purposes of a size, type and in a location as required by the City Gardens Manager.

Site Supervision The City Gardens Manager will undertake site supervision at such reasonable times during the Use and the Licensee will adhere to any reasonable directions by the City Gardens Manager that are for the safety and integrity and management of the Property.

Statements The Licensee may be required to provide site specific information for the approval of the City Gardens Manager prior to the commencement of the Use at its cost and will abide by the approved provisions at all times to address the following requirements:

a) Health & Safety Statement	b) Risk Assessment
c) Event Safety Plan	d) Method of Work Statement
e) £5 million Public Liability insurance	

Statutory Consents The Licensee will obtain at their expense all necessary consents and approvals and will produce copies of the same to the City upon request.

Utility Services Use of the Property will not include the use of utility services.

VAT All sums stated herein are exclusive of VAT.

Use The Use may not commence until the City Gardens Manager has given written approval to the various Statements.

The Licensee will ensure that the Property is kept in a clean and tidy

condition. The Use will be undertaken safely and in such a way as to keep noise and dust to a minimum and at times and in a manner that will not endanger or otherwise inconvenience any persons using the Property and in all respects subject to the satisfaction of the City Gardens Manager.

No plant or equipment or material may be deposited or dismantled or erected or demolished on the Property except in accordance with the Statements.

All trailing wires/equipment/seating and any other object must be safely contained to avoid injury and hazard.

The Licensee will use its best endeavours to keep the Property in a safe and secure conditions at all times and ensure that no loose equipment or materials are left lying around on the Property.

All installations or activities on the Property will be undertaken using the best established practice and to accepted industry standards and to the City's reasonable satisfaction.

In the execution of the works the Licensee will undertake such other works as may be reasonably required and directed by the City Gardens Manager to ensure that they do not prejudice the safety and integrity of the Property.

Not to do or permit to be done on the Property anything which is illegal or may become a nuisance (whether actionable or not).

Termination

The City may terminate this Licence immediately in the event of the Licensee being in breach of any of its terms.

Disclaimer

Neither this licence nor anything done by the City or the Licensee respectively in pursuance thereof or in relation thereto shall be deemed to create between the City and the Licensee the relationship of landlord and tenant and accordingly the law and enactments relating to landlord and tenant shall not apply to this licence. In furtherance of the intention expressed herein and for the avoidance of doubt it is hereby specifically confirmed and acknowledged by the Licensee that at no time throughout the duration of the licence will the Licensee enjoy exclusive possession of those parts of the <INSERT PROPERTY> to which access is licensed as respects the City its servants or agents.

I accept the foregoing terms on behalf of <INSERT NAME> and am duly authorised to agree and bind it to the terms herein.

Signed:

Position: Date:

GARDEN DESCRIPTION AND GUIDELINES

The following gardens have been selected as possible locations for small organised events. Event organisers are responsible for assessing the suitability of the garden and associated activities. A brief description and usage recommendations are outlined to assist organisers by setting out the space available, appropriate frequency and maximum attendance numbers. Maximum limits are for guidance only and specific decisions will take account of the frequency and timing of events to ensure that they are spread throughout the spring/summer months wherever possible. There is a general presumption against events taking place on consecutive weekends in any garden. It is strongly recommended that event organisers undertake a site visit to assess the suitability of the garden before submitting an application form and fee.

Acceptable times for holding an event

Monday to Saturday 8.00am to 10.00pm some events may be restricted on Sundays, please discuss with the City Gardens team.

The number of people that can be accommodated has been calculated using half the available space at a site/garden for event activity in order to ensure public access in the half remaining.

The Health and Safety Executive advice to organisers is to allow 0.5 square metre per person for outside events. Please follow below link:

<http://www.hse.gov.uk/event-safety/index.htm>

City Gardens Byelaws

A number of our gardens are governed by Byelaws which restrict some types of activities taking place as indicated in the following table. Please contact the City Gardens office for further information regarding these restrictions. parks.gardens@cityoflondon.gov.uk

Open Space	Bunhill Fields Burial Ground (B1) 38 City Road, London EC1Y 1AU
Park Description	
<p>Bunhill Fields is located in the London Borough of Islington and therefore Islington's licensing laws will need to be adhered to.</p> <ul style="list-style-type: none"> • Historic burial ground with large grassed area, Grade I listed Park and Garden • Total area approximately 16,009m² • Lawn area outside railings 2,030m² of which 1,015m² available for events • Large area fenced to protect tombs and headstones • Medium footfall around lawn area, heavy footfall on central footpath • Gardeners' hut information point • Locked site overnight 	

Usage / attendance / frequency recommendations

- Maximum capacity for events at site is 500 people
- Allows space for 500 other park users
- Site is governed by specific Byelaws
- Maximum of 10 private/family celebration events per year
- Maximum of 6 other events per year
- Consideration needs to be given to businesses and residents overlooking the site

Open Space

Christchurch Greyfriars, Newgate Street (B2)

Park Description

- Grassed area former churchyard of Wren church and Christchurch Greyfriars Priory Church with memorial stones and tombs, a Scheduled Ancient Monument, entered from Greyfriars Passage
- Total area approximately 1,054m²
- Lawn area 900m² of which **450m² available for events**
- Hard standing 154m²
- No toilet facilities
- Fenced site that is not locked
- Overlooked by buildings

Usage / attendance / frequency recommendations

- Maximum capacity for events at site is 225 people
- Allows space for 225 other park users
- During daytime consideration must be given to businesses adjacent to site
- Maximum of 6 events per year

Open Space

Christchurch Greyfriars Rose Garden (B3)

Park Description

- Remains of Wren church and Christchurch Greyfriars Priory Church, a Scheduled Ancient Monument, access from King Edward Street
- Total area approximately 869m²
- No lawn, rose beds 408m²
- Hard standing 460m² of which **230m² available for events**
- No toilet facilities

<ul style="list-style-type: none"> • Permanently open site
Usage / attendance / frequency recommendations
<ul style="list-style-type: none"> • Maximum capacity for events at site is 100 people • Allows space for other park users, however seating is limited • Maximum of 12 events per year • Consideration needs to be given to residents overlooking the garden

Open Space	St Dunstan in the East, St Dunstons Hill (B9)
Park Description	
<ul style="list-style-type: none"> • Former church and churchyard with remains of walls and memorial stones, Grade II listed • Access via 2 entrances, space is on 3 levels linked by steps • Total area approximately 1,065m² • Hard standing 360m² but due to layout of site only 90m² available for events • No toilet facilities • Locked site 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 45 people • Allows space for other park users • Site is governed by specific Byelaws • Maximum of 12 private/family celebration events per year • Maximum of 6 other events per year • Consideration needs to be given to businesses overlooking site 	

Open Space	St Mary Aldermanbury, Love Lane (B14)
Park Description	
<ul style="list-style-type: none"> • Quiet garden on site of a former church and churchyard, on 2 levels, with memorial stones, Grade II listed • Total area approximately 762m² • Lawn area 174m² of which 87m² available for events • No toilet facilities • Open site 	

Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 44 people, consideration needs to be given to businesses in adjacent building • Maximum of 6 events per year 	
Open Space	Coleman Street Garden, Coleman Street (C6)
Park Description	
<ul style="list-style-type: none"> • Small quiet garden with decorative hedging and walkway • Total area approximately 301m² • Lawn area 188m² of which 94m² available for events • No toilet facilities • Permanently open site 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 47 people • Consideration needs to be given to businesses and livery company overlooking site • Maximum of 6 events per year 	

Open Space	Cleary Garden, Queen Victoria Street (C17)
Park Description	
<ul style="list-style-type: none"> • Quiet garden divided into secluded seating areas shaded by vines, including remains of Huggin Hill Roman Baths, a Scheduled Ancient Monument • Total area approximately 771m² • Lawn area 180m² of which 90m² available for events • No toilet facilities • Site locked at dusk 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 45 people • Consideration needs to be given to businesses overlooking site • Maximum of 6 events per year 	

Open Space	Festival Garden (C19)
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Park Description
<ul style="list-style-type: none"> • Rectangular lawn with flowerbeds along two sides, fountain at one end and view of St Paul’s Cathedral. Surrounded by pedestrian walkways. • Total area approximately 828m² • Lawn area 497m² of which 150m² available for events • No toilet facilities • Open site without gates
Usage / attendance / frequency recommendations
<ul style="list-style-type: none"> • Maximum capacity for events at site is 75 people • Maximum of 26 events per year • The nearby St Paul’s Cathedral School must be advised of any event and associated activities

Open Space	Finsbury Circus Garden (C20)
Park Description	
Grade II Historic Park and Garden with a Grade II listed Drinking Fountain	
<ul style="list-style-type: none"> • Not available until 2018 due to Crossrail works 	
Usage / attendance / frequency recommendations	

Open Space	Portsoken Street Garden (C33)
Park Description	
<ul style="list-style-type: none"> • Pleasant park with children’s play equipment, seating, lawn, pond and fountain. • Total area approximately 647m² • Lawn area 77m² of which 50m² available for events • No toilet facilities • Locked site • Consideration should be given to local or nearby residents 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 25 people • Allows space for other park users 	

- Maximum of 12 private/family celebration events per year
- Maximum of 6 other events per year

Open Space	Postman’s Park (C34)
Park Description	
<ul style="list-style-type: none"> • Churchyard with memorial stones, a public garden part owned by the Church and suitable for quiet events only. Overlooked by businesses and residences, contains Watts Memorial Shelter which is Grade II listed. Ball games cannot be permitted. • Total area approximately 2,514m² • Lawn area 583m² of which 290m² available for events • Toilet available within the church • Locked site 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 145 people • Allows space for other park users • Maximum of 6 private/family celebration events per year • Maximum of 2 other events per year • Consideration should be given to local or nearby residents 	

Open Space	West Smithfield Rotunda Garden (C44)
Park Description	
<ul style="list-style-type: none"> • Round shaped garden with circular path and a central ramp that is Grade II listed • Total area approximately 1344m² • Lawn area 470m² of which 235m² available for events • No toilet facilities • Locked site, gates are opened and locked by Market Constabulary 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 115 people • Allows space for other park users 	

- Maximum of 12 private/family celebration events per year
- Maximum of 6 other events per year
- Consideration should be given to local or nearby residents

Open Space	Whittington Garden (C47)
Park Description	
<ul style="list-style-type: none"> • Former churchyard, small garden with seating and fountain. Traffic noise from Upper Thames Street may make it unsuitable for certain events. • Total area approximately 758m² • Lawn area 393m² of which 100m² available for events • No toilet facilities • Open site 	
Usage / attendance / frequency recommendations	
<ul style="list-style-type: none"> • Maximum capacity for events at site is 50 people • Allows space for other park users • Maximum of 6 events per year 	

Committee(s):	Date(s):
Open Spaces and City Gardens	20 April 2015
Subject: Annual Committee Visit to City Gardens	Public
Report of: Director of Open Spaces	For Decision
<p>Summary</p> <p>This report proposes a change to the annual committee visit to City Gardens' sites, instead moving to a model where informal visits would take place by exception, where a major issue or improvement had occurred that Members may not have encountered through another committee or event.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Agree that the annual visit to sites within the City Gardens Section be discontinued in its current form, and that future visits are arranged by exception. 	

Main Report

Background

1. Under the former Trees, Gardens and City Open Spaces Sub-Committee, site visits used to take place immediately prior to a meeting on an as-needs basis, i.e. when it was helpful for Members to be aware of a particular site issue or improvement. These site visits could therefore potentially take place several times per year.
2. Under the current governance model, it was agreed that a more formal, annual visit should be made to the City Gardens Section, in the same way that visits take place to other sites within the department.

Current Position

3. The opportunity to show Members the work of the City Gardens team, and to be able to address Members' questions on site is welcomed. However attendance at the visits has dwindled markedly in recent years. Possible reasons for this are suggested below.
4. Put simply, there is much less to see in this small, but strategically important part of the department. Members are much more familiar with the sites due to

their central location near to Guildhall, and Members own personal interest in the sites through their Ward duties.

5. Up to ten years ago, site improvements were generally achieved through the City team working closely with other officers across the City Corporation to create additional planting and enhancements to gardens and highways sites. An annual visit was a practical way of showing Members what had been achieved within the last year. With the creation of the Environmental Enhancement team and the increased amount of Section 106 funding, an increasing number of projects started to be delivered through the corporate project process, implemented by the City Gardens section but managed and marketed by the Planning team. The opening of these new schemes is often marked with a launch event or opening ceremony, hosted by the developer responsible for the funding. As Members are invited to these events, there is little to be gained from including the new site as part of an annual committee visit.

Proposals

6. For the reasons outlined above, it is proposed to discontinue the annual committee visit in its current form. Instead, on those rare occasions when there is a major issue or a substantial site refurbishment on the agenda with which Members are not already familiar, Members would be notified that officers will be available on site at a set time on the morning of the committee meeting in order to interpret the issue/improvement and to answer questions.
7. It is understood that for major projects led by the City Gardens team, such as the re-opening of Finsbury Circus post Crossrail, these would need to be recognised through a more formal visit or event, subject to available funding.

Implications

8. At a time when officers are tasked with minimising unnecessary expenditure in line with the Service Based Review, even small savings such as minibuss hire for the visit are welcomed.

Conclusion

9. For quite understandable reasons, attendance at the annual committee visit to City Gardens has dwindled. It is therefore recommended that the visit in its current format be discontinued, on the understanding that site visits can be arranged by exception, should there be any important issues or major site improvements in the future.

Appendices

None

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