



Open Spaces and City Gardens

Date: MONDAY, 8 JUNE 2015
Time: 1:45pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

Enquiries: Natasha Dogra 0207 332 1434
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Lunch will be served in the Guildhall Club at 1pm
N.B. This meeting may be subject to audio visual 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. **ORDER OF THE COURT OF COMMON COUNCIL 23RD APRIL 2015**
To receive the Order of the Court of Common Council.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order 30.

For Decision
6. **MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 3 - 8)
7. **UPDATE ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
Verbal update by the Director of Open Spaces.

For Information

Open Spaces
8. **PROMOTION OF A CITY OF LONDON CORPORATION (OPEN SPACES) BILL**
Report of the Remembrancer.

For Decision
(Pages 9 - 18)
9. **GRANT GIVING - REPORT OF CROSS-CUTTING SERVICE BASED REVIEW**
Report of the Deputy Town Clerk.

For Decision
(Pages 19 - 38)
10. **OPEN SPACES BUSINESS PLAN 2014/15 - OUTCOMES**
Report of the Director of Open Spaces.

For Information
(Pages 39 - 46)

City Gardens

11. **SUPERINTENDENT'S UPDATE**

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

For Information

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

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

Part 2 - Non-Public Agenda

14. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

15. **NON-PUBLIC MINUTES**

To agree the minutes of the previous meeting.

For Decision
(Pages 47 - 50)

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

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

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YARROW, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.
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OPEN SPACES & CITY GARDENS COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

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

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2015/16**

- 5 (4) Alexander John Cameron Deane, Deputy
- 3 (3) Jeremy Lewis Simons M.Sc., *for three years*
- 3 (3) Robert Picton Seymour Howard, Deputy
- 3 (3) Barbara Patricia Newman, C.B.E.
- 5 (2) Ian David Luder J.P., B.Sc.(Econ.), Alderman
- 2 (2) Graeme Martyn Smith
- 5 (1) Wendy Mead
- 5 (1) Michael Welbank, M.B.E.

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

4. **Terms of Reference**

To be responsible for:-

Open Spaces

- (a) dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and
- (b) the appointment of the Director of Open Spaces (in consultation with the Port Health and Environmental Services Committee);

City Open Spaces

- (c) the management and day-to-day administration of the gardens, churchyards and open spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
- (d) arrangements for the planting and maintenance of trees and other plants and shrubs in open spaces and in footpaths adjacent to highways in the City;
- (e) advising on applications for planning permission relating in whole or in part to the gardens, churchyards or open spaces in the City under the control of the Common Council; and
- (f) the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

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OPEN SPACES AND CITY GARDENS
Monday, 20 April 2015

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 20 April 2015 at 2.30 pm

Present

Members:

Alderman Ian Luder (Chairman)
Wendy Mead
Jeremy Simons
Michael Welbank
Alderman Gordon Haines (Ex-Officio Member)
Verderer Peter Adams (Observer)
Graeme Smith

Officers:

Natasha Dogra	Town Clerk's Department
Sue Ireland	Director of Open Spaces
Louisa Allen	City Gardens Manager
Martin Rodman	Superintendent, West Ham Park and City Gardens
Esther Sumner	Open Spaces Business Manager
Alison Elam	Group Accountant, Chamberlain's Department
Edward Wood	Comptroller and City Solicitor's Department
John Park	Press Officer, Public Relations Office

1. **APOLOGIES**

Apologies had been received from Catherine Bickmore, Deputy Alex Deane, Deputy Robert Howard, Barbara Newman and Virginia Rounding.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Deputy Michael Welbank declared a non-pecuniary interest in item 5 St Mary-At-Hill Churchyard as he was a member of the Parochial Church Council.

3. **MINUTES**

RESOLVED – that the minutes be agreed as an accurate record.

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

The Committee received an update from the Director of Open Spaces and noted that the Green Infrastructure Task Force had recently met to review ways in which organisations valued green infrastructure and the benefits it provided. A governance report would be available shortly. Members noted that the Rural Payments Agency applications had been delayed due to national IT problems requiring paper based applications. The Various Powers Bill consultation was

nearing completion but due to IT software problems affecting Epping's work, their consultation period had been extended. A report would be submitted to the Committee for their consideration in due course. The Director informed Members that all of the respective Park Champions had been elected now, and their terms of reference would be circulated soon.

5. **ST MARY-AT-HILL CHURCHYARD ENVIRONMENTAL ENHANCEMENT SCHEME**

The Committee received a report of the Director of the Built Environment informing the Committee that the scope of the project would 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 way-finding into the space and developing a Maintenance Agreement were also key aspirations of the project. Members noted that as part of the next stage of design work, and before the next Gateway report, adjacent landowners, residents, Ward Members and other stakeholders would be consulted on the emerging proposals.

Members said that the stakeholders from St Mary-At-Hill Church were very enthusiastic about the development and would be embarking on an application to the Heritage Lottery Fund regarding a major project for the Church itself. Officers clarified that this sum would not be sufficient enough to cover the development of the churchyard.

In response to a query regarding the maintenance conditions and timescale included within the S106 agreement, Officers agreed to circulate this information to Committee Members after the meeting.

RESOLVED – that the following be approved:

- The Scheme Objectives; and
- The progression of the project and the release of funds.

6. **OPEN SPACES BUSINESS PLAN 2015/16 - 17/18**

The Committee were presented with the Open Spaces Business Plan report and noted that the four departmental objectives were to:

- 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.

Members noted that the delivery of these objectives was supported by a number of corporate, departmental and divisional projects and programmes. These were illustrated on a roadmap. Members also noted the list of charitable objectives and agreed that these were an important priority for the years ahead.

In response to a query regarding the format of the report, Officers informed Members that the use of roadmaps was being implemented by departments

across the organisation as they served as a useful tool for examining the status of projects at a glance. Officers were able to compare projects taking place across the City's open spaces and could therefore allocate staff and other resources in a more beneficial manner. Members agreed that a 'navigation aid' to explain the roadmaps would be helpful, along with the inclusion of a full key on each roadmap.

Members noted that in future they would only receive the roadmap relevant to their open space, with the Open Spaces and City Gardens Committee receiving the full report. Members also noted that the 'Projects in Progress' included Hampstead Heath Ponds Projects as this was a major area of work taking place.

Members queried why apprenticeship schemes were not included within the business plan. The Director said this had been overlooked and Officers would seek to include apprenticeships in future business plan reports. In response to a query regarding the 'rabbit triangle', Officers explained that this was an area of land close to National Rail's entrance to the track near the Cemetery which was currently unkempt and required maintenance.

Finally, Officers said that the dates included on the roadmaps were not set in stone but acted as guidelines to ensure that projects progressed efficiently.

RESOLVED – that the Open Spaces Business Plan 2015/16 – 17/18 be agreed.

7. APPROVAL OF EQUIPMENT FUNDING OFFERS

The Committee received a report of the Director of Open Spaces which informed Members that the City of London Corporation's local authority's responsibilities included education, learning, health, social care and leisure; including play and well-being. Members noted that current resource restrictions were resulting in new opportunities for partnership working.

Officers said that at the Epping Forest and Commons Committee meeting 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. 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.

In response to a query from Members, it was noted that the funding would apply solely to equipment and not services. Members clarified that although the proposal would encourage play and well-being, it would also encourage members of the public to take part in sport activities.

RESOLVED – that option 2 "Decision on sport and play 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 and its removal” be approved.

8. SUPERINTENDENT'S UPDATE

The Committee received an update from the Superintendent and noted that the 2015 City in Bloom Campaign launches on the 1st May for applications in June and would be run for the second year by the Friends of City Gardens. The friends had secured £6K from Nomura Bank which would fund the campaign in its entirety including the celebration event to be held on 14th September. Nomura Bank had volunteered their roof garden as the venue for the celebration event this year and at no cost to the City. Officers informed Members that a document setting out guidelines for developers of roof gardens would be made available on the City's Web page soon.

Members noted that the Barbican Balconies Event took place on Saturday 11th April, a joint initiative between the Barbican Estate, residents and City Gardens to encourage residents to plant up their containers for year-round displays. Hundreds of plants and three crates of compost were made available to residents as well as planter demonstrations. A wildflower meadow was planted by children in Speed Garden. Approximately 150 attended the event with positive feedback via an on line survey.

The Friends of City Gardens have secured funding and partnership support from Gensler, Hamptons and TfL to install a temporary 'pop up' garden on a derelict platform within the station. The installation and planting to take place in the forthcoming week by the friends, TfL staff and volunteers. The garden would be in completed by 27th April.

As part the Local Area Agreement Grant, awarded to City Gardens last year for the planning and implementation of the City's Biodiversity action plan the *City of London Biodiversity Partnership Group* and the *Green Roof Enhancement Breakfast Workshop* had taken place. The documentary guidance on green roofs will be made available on the website.

The Superintendent informed Members that a formal dinner would take place at Guildhall on 2nd July 2015 for Members of the West Ham Park and Open Spaces & City Gardens Committees. This change would grant the Chairman, Deputy Chairman and Director the flexibility to invite key partners and organisations to future events they may wish to host throughout the year.

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

The Committee received a report of the Director of Open Spaces and noted the Bunhill Fields Burial Ground Management Plan.

RESOLVED – That the Bunhill Fields Burial Ground Management Plan be approved for adoption and publication.

10. CITY GARDENS DRAFT EVENTS POLICY

The Committee received a report of the Director of Open Spaces and noted the draft City Gardens Events Policy. Members noted the vision, aims and objectives for the management of small events to be trialled in selected City Gardens.

Discussions ensued regarding the use of the City Gardens for private events. Officers confirmed that at no point during its open hours would the park be closed to members of the public. Events would be suitably located to ensure minimal disruption to the public. Occasions which were scheduled to take place after the park had closed would be open only for the use of the event.

Members noted that the City Gardens could be used for wedding photography and asked the Superintendent to ask these couples whether they would have considered holding their ceremony in the park, had they been permitted to do so. Members noted that wedding ceremonies were permitted at Golders Hill Park in Hampstead; an initiative which was instigated by the local Registrar. The Superintendent agreed to consult the local Registrar to ascertain whether there was an interest in holding wedding ceremonies in the City Gardens.

RESOLVED – That the following be approved:

- the City Gardens Draft Events Policy;
- the use of the City Gardens Draft Events Policy to manage events as a pilot for one year from May 2015 to June 2016;
- the proposed fees and charging structure; and
- delegated 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

11. ANNUAL COMMITTEE VISIT TO CITY GARDENS

The Committee noted the change to the annual committee visit to City Gardens' sites, 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.

RESOLVED – that approval be given to the annual visit to sites within the City Gardens Section being discontinued in its current form, and that future visits were arranged by exception.

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. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There were two urgent items.

The meeting ended at 3.45 pm

Chairman

Contact Officer: Natasha Dogra
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Committee:	Date:
Open Spaces and City Gardens	8 th June 2015
Subject: Promotion of a City of London Corporation (Open Spaces) Bill	Public
Report of: Remembrancer	For Decision

Summary

On 13th October 2014, the Committee agreed that local consultation should be carried out with a view to the promotion of a private Bill in Parliament to make changes to the legislative framework governing the City Corporation's Open Spaces. In the light of that consultation and following further internal discussion, a number of provisions as described in the main body of this Report are now being put forward for the Committee's consideration. The principal aims of the changes would be to clarify and expand the management powers available to the Corporation, to increase opportunities to generate revenue for the benefit of the Open Spaces (consistently with their status as public places of recreation and enjoyment), and to strengthen enforcement powers.

Recommendation

The Committee is invited to approve a recommendation, subject to the concurrence of the Policy and Resources Committee and the Court of Common Council, that a City of London Corporation (Open Spaces) Bill be promoted to seek the legislative changes described in this Report.

Main Report

Introduction

1. The statutory Open Spaces managed by the City Corporation largely continue to be governed by nineteenth-century legislation, with only limited modifications (most significantly in the 1930s and 1970s). While this legislation has served its basic purpose of preserving the Open Spaces as valuable places of public recreation and enjoyment, there are a number of respects in which it is unclear or out of date. This can leave the City Corporation exercising management functions in reliance on its position as landowner, where it would be more appropriate to be able to draw on express statutory powers. The Open Spaces Department has also identified features of the current legislation which impede the ability to generate income for the Open Spaces, without compromising their essential function as a natural amenity and public recreational resource. A need for new powers to deal

effectively with anti-social behaviour and low-level crime has also been identified.

2. For these reasons the Committee was invited last year (13th October) to approve an informal consultation to seek out local views about potential changes to the legislation. Following the approval of the Committee, a discussion paper was produced by the Open Spaces Department and a number of responses received (as summarised below). Officers have considered these and further internal discussion has taken place about the legal and practical background. As a result, it has been decided to seek agreement to a number of legislative changes. These broadly follow the proposals canvassed in the discussion paper. If the Policy and Resources Committee and the Court of Common Council agree to the promotion of a Bill, the parliamentary process would offer a formal opportunity for interested parties to submit views about the detailed merits of the proposals.
3. Reports on the proposals set out below have already been submitted to the Epping Forest and Commons Committee (11th May) and the Hampstead Heath, Highgate Wood and Queen's Park Committee (18th May). Those Committees approved the proposals so far as they relate to the Open Spaces within their remit.

Proposed provisions for inclusion in the Bill

4. The provisions described below would apply to Epping Forest, Hampstead Heath, Highgate Wood, Queen's Park, and the various commons and other spaces managed under the Corporation of London (Open Spaces) Act 1878. Proposals to apply certain of the provisions to Bunhill Fields and the City Gardens are set out separately below (paragraph 19). Owing to special legal considerations affecting West Ham Park, the view has been reached that it would not be appropriate to include it within the scope of the proposals at the present time.

Management powers

5. An express power is proposed for the City Corporation to carry out husbandry and land management in the Open Spaces, including in particular the cutting, chipping, mulching, collecting, swaling (a method of controlled burning) or cultivation of vegetation, and the grazing of animals (whether directly by the City Corporation or by agreement with other persons). This power would have to be exercised consistently with the City Corporation's duty to preserve the natural aspect of the Open Spaces, and in order to promote their special characteristics. It is not intended that the Open Spaces should be managed in a different way as a result of the power, but rather to bring the legislation more clearly into line with the way in which the Corporation's duties have long been understood in practice. At present the legislation contains an express power of management only in relation to trees, pollards and underwoods (shrubs in wooded areas), which does not reflect the full range of activities which need to be carried out in order to preserve the environment of the Open Spaces.

Leases for services and facilities

6. An extension of the power to let premises (such as those used as cafés) is proposed, with the maximum period set at twenty-one years. Existing powers are generally limited to three years (a limit which has also been adopted in practice in Hampstead Heath, where it is in any case desirable to clarify that the Hampstead Heath Order 1989 does not override the power of letting). Leases of greater length should attract greater private investment and thus improve the standard of facility on offer. The power of letting would be exercisable in connection with all services and facilities which the City Corporation is able to provide through a third party. An express power is required for letting because of the inalienable status of the Open Spaces. The extended period would not prevent the Corporation from exercising ordinary contractual rights, for instance to review rents or to terminate arrangements with providers early if the standard of provision were to prove unsatisfactory.

Agreements with utilities

7. A power is proposed to enter into agreement with utilities companies to lay infrastructure such as water-pipes and electric cables in the Open Spaces. A number of such agreements have been entered into in the past in reliance on the City Corporation's (or, in the case of Hampstead Heath, the Greater London Council's) general powers as landowner. It is however desirable to remove any room for debate about the nature of such agreements by providing an express power in legislation, incorporating protective provisions. Infrastructure would have to be underground (enabling reinstatement of the surface after digging) unless overground installation would not harm the amenity of the Open Spaces.

Highways and traffic management

8. It is also proposed to empower the City Corporation to enter into formal agreements with local councils about highways and traffic management functions. These could cover, for instance, the installation or removal of cattle-grids, traffic controls, or the management of parts of the Open Spaces so as to complement road safety schemes. The provision would not expand the substantive powers of either party over the land under its control, but would provide a formal framework whereby the interests of users of the Open Spaces and users of the local roads network could both be taken into account.

Revenue-generating powers

9. It is proposed to seek an express power to enable events such as weddings, receptions, recitals and exhibitions to take place in the Open Spaces in defined circumstances. Without compromising the essential purpose of the Open Spaces, the Open Spaces Department believes that significant revenue could be generated to support their running costs. Although some small-scale use of the Open Spaces for private events has already started in reliance on the City Corporation's position as landowner and charitable trustee, it is preferable to have an express power laid down in legislation to set out the circumstances in which such events may be allowed, particularly if it might be

necessary to impose temporary restrictions on public access to limited areas in order to enable events to go ahead. The power would be subject to safeguards in order to ensure that it would only be used consistently with the main purposes of the Open Spaces and would not materially harm the amenity they provide for public recreation and enjoyment. In particular, it is anticipated that policies would be produced in consultation with interested parties (including the consultative committees) as to the types and frequency of events which could be held.

10. There are a number of lodges and other buildings in the Open Spaces which are no longer required for management purposes. They represent a resource which could be deployed for the benefit of the Open Spaces, but under the present legislation there are only limited circumstances in which they can be used for purposes other than managing the Open Spaces. A power is therefore proposed to grant leases or licences for up to 21 years in order to enable such buildings to be used for residential, commercial, charitable or other purposes, provided that no material harm to the amenity of the Open Spaces would result.
11. Recent years have seen an increase in the use of the Open Spaces for commercial activity, such as paid dog-walking and fitness instruction. A mechanism to obtain a contribution to the running costs of the Open Spaces from those who use them for private profit would appear consistent with the public recreational purposes for which they are maintained. A power is therefore proposed to introduce a licensing scheme for commercial use of the Open Spaces, to subject profit-making activities specified in the scheme to a requirement that a licence is purchased and its conditions adhered to. It is envisaged that the scheme would be subject to the same consultative arrangements as noted for income-generating activities referred to in paragraph 9 above.

Enforcement powers

12. It is proposed to make clear that the standard scale of fines introduced in 1982 applies to offences under the byelaws applicable in the Open Spaces. Prior to the introduction of the standard scale (which provides five 'levels' of fine updated periodically by secondary legislation), amounts of fine were enshrined in primary legislation with no means of up-rating for inflation. The fines for the Open Spaces were last updated in 1977 (except for Hampstead Heath which was then within the scope of local government legislation), when the maximum was set at £200. By way of comparison, most byelaws for open spaces operated by local authorities now make use of level 2 on the standard scale, which is currently set at £500 but is shortly to rise to £2,000. The courts in certain cases have been prepared to accept that the standard scale does apply to the City Corporation's Open Spaces, but the legislative position is not entirely clear. It is therefore desirable to settle the position.
13. A power is proposed to be able to issue fixed penalty notices for certain offences committed in the Open Spaces. These would primarily be offences against the byelaws but would also include littering and (if the relevant proposals in this report are taken forward) contraventions of licensing

schemes for commercial activity and of anti-social behaviour measures against offenders. Fixed penalty notices offer suspected offenders the option to pay a fine smaller than that which a court could impose (usually around £100) in order to avoid criminal prosecution. They thus provide an intermediate option between an informal warning and full prosecution in the magistrates' court. They are now widely used by police forces and local authorities in relation to anti-social behaviour and other low-level criminality.

14. The public right of access to the Open Spaces means that there is limited scope to protect them, their users or the staff managing them from the small number of people who use them to engage in anti-social behaviour or other wrongdoing. A power is proposed (along the lines of those available to local authorities under anti-social behaviour legislation) to take action against persons who behave in this way in the Open Spaces. In other public recreational resources, such as National Trust land and Forestry Commission forests, offenders against byelaws may be dealt with through removal or exclusion. That power is also currently available under the Hampstead Heath and Ashted Common byelaws, but it is considered preferable to have more detailed provision in primary legislation.
15. A power is proposed to require persons believed to have committed an offence in the Open Spaces to give their name and address. This power is now commonly conferred on bodies (such as London borough councils and TfL) which issue fixed penalty notices or carry out private prosecutions, and prevents offenders from (lawfully) evading enforcement by refusing to supply their details. At present in the Open Spaces police assistance has to be invoked where a suspected offender refuses to give his or her name or address voluntarily. Whilst the offence will not guarantee cooperation, it makes it more likely.
16. It is also proposed to clarify the City Corporation's powers with respect to objects abandoned or unlawfully deposited in the Open Spaces. These might range from placards and posters to camping equipment or motor vehicles. The Corporation's common-law powers and duties with respect to such objects are currently unclear. A formal procedure would require the Corporation to impound any object removed from the Open Spaces (apart from those manifestly without value) for a period of fourteen days during which the owner could pay storage fees and recover it. After that period the Corporation would be empowered to sell or dispose of the object. For abandoned motor vehicles special provision would be made to tie in with the existing regime used by local authorities.

Miscellaneous

17. The general powers of the City Corporation to provide services and facilities to visiting members of the public were obtained in relation to the City Commons in 1933 and 1977. As a result they do not currently apply to Ashstead Common or Stoke Common, which were acquired in 1991 and 2007 respectively. It is proposed to extend the ability to provide such services and facilities to Ashted Common and Stoke Common, and also to ensure

that any future acquisitions under the Corporation of London (Open Spaces) Act 1878 would be covered.

18. A power is proposed to enable the City Corporation to authorise officers to appear in magistrates' courts on behalf of the Corporation in connection with cases involving the Open Spaces. Such a power would achieve consistency with local government legislation by which officers of local authorities may be authorised to appear on behalf of the authority by which they are employed. The provision would also clarify the way in which the former power of the Greater London Council to take legal proceedings applies to the City Corporation as the successor body of the Council with respect to Hampstead Heath.

Application to Bunhill Fields and City Gardens

19. The provisions described above have been drawn up mainly with a view to the situation of the large Open Spaces outside of the City. The Superintendent has however identified some which could also usefully be applied to Bunhill Fields and the City Gardens. They are the power to enter into agreements about utilities (paragraph 7), the extended power to grant leases in connection with services and facilities (paragraph 6), the power to enable events (paragraph 9) and the power to introduce a licensing scheme for commercial activity (paragraph 11). It is accordingly proposed to extend these provisions to cover Bunhill Fields and the City Gardens, in addition to the Open Spaces identified in paragraph 4.

Consultation

20. Responses from individuals and organisations to the public consultation exercise largely focused on Epping Forest. The proposals with respect to management powers were largely supported, subject to the concern that they should not lead to the creation of an 'over-developed' environment. This view was particularly concentrated on the proposal to permit longer leases of refreshment facilities, with several respondents arguing that large, well-known commercial operators would not be suitable. Grazing attracted supporters and detractors in equal measure, again more in relation to local policy than to the power itself. The need to generate additional revenue was generally appreciated, and allowing a wider use of buildings was particularly well supported. Many respondents however stressed that public recreation must remain paramount, and a few accordingly expressed concern about allowing large-scale events, especially at times and places popular with ordinary visitors. The proposal to licence commercial activity saw views expressed on both sides, although with significantly more in support than against. The proposals for new enforcement powers were strongly supported across the piece, with criticisms focused almost entirely on the adequacy of resources devoted to enforcement rather than on the principle of additional enforcement tools.
21. Substantial discussion also took place at the meeting of the Hampstead Heath Consultative Committee on 9th March. The rationale behind the suggested powers was generally accepted. However, it was felt that more detail about the scope of the powers and their intended use was needed in

order to make a proper assessment of their suitability. In particular, it was considered that the powers should be considered in the light of policies indicating how they were to be exercised. This suggestion has been taken into account in formulating these proposals (see paragraphs 9 and 11 above) and will be further acted upon in the course of the parliamentary process (assuming a Bill is promoted). More detailed points were also made, for instance about the possibility of community use of redundant buildings and the potential effects of underground utilities installations on ecosystems and hydrology, and these will be taken into account in the drafting of the Bill.

22. The Discussion Paper has also been presented to the consultative committees or groups for Ashted Common, the Coulsdon Commons, the West Wickham Commons and Highgate Wood. These meetings gave the opportunity to offer examples of potential uses of the proposed powers, and to clarify various points in response to questions. The response was supportive and did not include any substantial criticism of the proposals.
23. The general tenor has therefore been positive. A number of specific concerns have been raised, but it is considered that these can be satisfactorily dealt with as matters of practical implementation rather than general principle. In particular, local concerns will be reflected in the detailed drafting of the Bill, through appropriate management plans and policies, and through local engagement in decisions taken about the exercise of the new powers.

Strategic implications

24. The proposals would facilitate efficiency savings and the delivery of the Service-Based Review (KPP2), enhance the potential for the City Corporation's leisure facilities to generate additional income in order to maintain quality of content in an era of reduced resource (KPP5), and assist in providing safe, secure and accessible Open Spaces (KPP5). They would also advance KPP 6 ("increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation").
25. The Open Spaces Business Plan 2015/17–2017/18 includes reference to legislative proposals as a key project on the Open Spaces Roadmap. The proposals would enable or facilitate a number of other projects set out in the Roadmap.

Financial and risk implications

26. The Bill would enable or facilitate the generation of revenue to be applied for the benefit of the Open Spaces. For example, it is estimated that the letting of residential lodges at Epping Forest would generate net income of £120,000 per annum.
27. The costs of promoting the Bill are estimated to be in the region of £75,000 (covering items such as parliamentary fees, printing and statutory notices), provided that the Bill were unopposed. If the Bill were to be opposed by petition, the costs could be significantly greater.

28. There is an element of non-financial risk in the form of reputational damage if the proposed management or revenue-generating powers were regarded as detracting from the central purpose of the Open Spaces as unspoilt places of free public resort, or if the proposed enforcement powers were perceived as excessive. Clear explanation of the content and background of the proposals, willingness to include appropriate safeguards in the legislation, and the development of policies to guide the implementation of the proposed powers will be needed to enable such risk to be dealt with effectively.

Next steps

29. If the proposals are agreed by this Committee, the Policy and Resources Committee will be invited to submit a recommendation to the Court of Common Council that authority be given to promote a Bill. If authorised, the Bill would be deposited in Parliament in November this year. It is then likely to be in Parliament for two sessions.

Conclusion

30. The Open Spaces Department wishes to take this opportunity to amend and supplement the legislation governing the Open Spaces so as to provide a clear basis for a full range of appropriate management activities, to ensure continued financial sustainability, and to strengthen the ability of the City Corporation to protect against misuse in an effective and proportionate manner. These proposals are presented to the Committee to give effect to these objectives.

Appendices

(None.)

Background Papers

- Report of the Remembrancer to the Hampstead Heath, Highgate Wood and Queen's Park Committee on Promotion a City of London Corporation (Open Spaces) Bill, 18th May 2015.
- Report of the Remembrancer to the Epping Forest and Commons Committee on Promotion a City of London Corporation (Open Spaces) Bill, 11th May 2015.
- Minutes of the meeting of the Highgate Wood Joint Consultative Committee, 22nd April 2015.
- Minutes of the meeting of the Hampstead Heath Consultative Committee, 9th March 2015.
- Minutes of the meeting of the Ashstead Common Consultative Committee, 27th January 2015.
- Minutes of the meeting of the West Wickham Commons Consultative Committee, 20th January 2015.
- Minutes of the meeting of the Coulsdon Commons Consultative Committee, 14th January 2015.

- Report of the Remembrancer and the Director of Open Spaces to the Open Spaces and City Gardens Committee on Open Spaces Legislation, 13th October 2014.

Paul Double

City Remembrancer

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Committee(s)		Dated
Resource Allocation Sub Committee	For decision	28 May
Policy and Resources	For decision	28 May
Open Spaces	For decision	8 June
Finance	For decision	9 June
Establishment	For decision	11 June
Epping Forest and Commons	For decision	6 July
General Purposes Committee of Aldermen	For information	8 July
City Bridge Trust	For information	9 July
Community and Children's Services	For decision	10 July
Culture, Heritage and Libraries	For decision	13 July
Hampstead Heath, Highgate Wood and Queen's Park	For decision	20 July
Education Board	For information	23 July
West Ham Park	For decision	27 July
(Policy & Resources – if necessary)	(For decision)	(24 September)
(Court of Common Council – if necessary)	(For decision)	(15 October)
Subject GRANT GIVING: Report of cross-cutting Service Based Review		Public
Report of: Deputy Town Clerk (on behalf of Chief Officers Group)		For Decision / For Information

Summary

A cross-cutting review of the grant giving activities of the City Corporation was commissioned as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City Corporation, to suggest how to improve value for money and drive up impact.

The review was undertaken from November 2014-January 2015, with a final report cleared by Chief Officers Group in April 2015. Summaries of the review report and its recommendations are attached at Appendices 1 and 2.

The review identified approximately £13.2m awarded in 2013/14 by the City Corporation across 15 different grants programmes, although by far the largest programme was the City Bridge Trust (these are listed in Appendix 3). The review concluded that there is no consistent approach across the City Corporation to governing or managing disbursements. This potentially exposes the City Corporation to financial, organisational and reputational risks.

Accordingly, a set of core principles have been identified to drive a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation and several high level changes of direction are proposed:

1. Strategic allocation of resources

- Resource Allocation Sub Committee to set the annual quantum for City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.

2. Streamlined governance

- Finance Grants Sub Committee to adopt the more strategic role of performance managing and benchmarking all City Corporation grants programmes, rather than directly allocating a sub-set of programmes.
- The City Corporation's grants programmes to be consolidated under a smaller number of distinct themes which reflect the City Corporation's priorities (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts).
- Smaller charities (controlled by the City Corporation) sharing similar purposes to be merged (e.g. the five separate funds aimed at poverty relief, numbered 9 to 13 in Appendix 3).
- Where a grants programme relates specifically to the remit of a particular committee, that committee to have responsibility for the policy and operation of the programme in order to ensure alignment between policy and investment. Committees to avoid allocating funds to initiatives which cut across the remit of other committees.
- A more structured approach to be taken to the ad hoc (City's Cash funded) grants awarded by the various Open Spaces Committees – a formalised grants programme to be jointly governed by all Open Spaces committees and managed / publicised as one of the City Corporation's suite of grants programmes.

3. Consistent and proportionate customer experience

- All City Corporation grants programmes to be managed in a consistent way in relation to their spending, outcomes and risks.
- Monitoring and evaluation of individual grants to be consistently proportionate to the scale of individual awards.
- The spirit of the Government's Transparency Code and the Charity Commission's best practice guidelines to be followed in relation to public information, even where there is no legal requirement to do so for City's Cash grants: stakeholder expectations will be set by practice elsewhere.

4. Efficient and effective management

- Administrative and professional expertise on grants to be consolidated within the organisation to improve consistency of approach, drive economies of scale and promote best practice.
- Staff and other costs (e.g. legal, finance and audit) to be recharged to individual grant programmes to avoid unintended subsidy.

The benefits from adopting a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation will include:

- Improved corporate grasp and transparency of the City Corporation's range of grant giving activities;
- Grants from City's Cash and City Fund better strategically aligned with the City Corporation's corporate objectives and policy priorities;
- Best practice identified and spread in terms of the prioritisation, assessment and governance of grants;
- Consolidation of expertise within the City Corporation to administer and manage grants, especially where these involve handling charitable grants;
- Reduction in operating costs resulting from the rationalisation of administrative services managing grants.

Recommendations

Resource Allocation Sub Committee

Members are asked to

- Consider the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2.
- Make appropriate recommendations to the Policy and Resources Committee.

Policy and Resources Committee

Members are asked to

- Agree the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2, subject to the comments of the Resource Allocation Sub Committee.
- Agree that Resource Allocation Sub Committee sets the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants).
- Agree that Resource Allocation Sub Committee considers annual performance reports for all grants programmes from the Finance Grants Sub Committee.

Finance Committee

Members are asked to

- Agree that Finance Grants Sub Committee adopt a strategic oversight / performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role.

Establishment Committee

Members are asked to

- Agree to take over responsibility from the Finance Grants Sub Committee for prioritising the (City's Cash) funds to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Community and Children's Services Committee

Members are asked to

- Agree to take on governance of the Combined Relief of Poverty charity (from Finance Grants Sub Committee) and of the various 'poverty relief' charities proposed for merger.
- Agree to review with the Education Board the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Education Board

Members are asked to

- Review with the Community and Children's Services Committee the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Open Spaces Committee

Epping Forest and Commons Committee

Hampstead Heath, Highgate Wood and Queen's Park Committee

West Ham Park Committee

Members are asked to

- Agree to adopt a more structured approach to grant giving which is jointly governed by all Open Spaces committees and which is publicised and managed as part of the City Corporation's suite of grants programmes.

Culture, Heritage and Libraries Committee

Members are asked to

- Agree to take on governance of a formal grants programme encompassing the current range of cultural / arts awards currently made by other committees (such as Finance Grants Sub Committee) provided the proposed overall change in direction is agreed by Policy and Resources, Resource Allocation Sub and Finance Committees.

City Bridge Trust Committee

Members are asked to

- Note that administrative management of the City Corporation's various programmes be consolidated under the Chief Grants Officer to improve consistency of approach, drive economies of scale and promote best practice.

Main Report

Background and Scope of Review

1. As part of the Service Based Review exercise it was identified that there was potential to improve the many different grant-giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. In September 2014, the Policy and Resources Committee approved a proposal for a cross-cutting review of grant giving.
2. The review covered grants programmes funded from City's Cash, City Fund and the charitable grant-giving trusts which are either wholly or majority-controlled by the City Corporation. This excluded charitable grant-giving trusts with which the City Corporation is involved (e.g. via nomination rights to the governing board of trustees) but which the City Corporation does not control via majority control of the board – except for cases in which the City Corporation finances the activities of the trust from City's Cash.
3. The definition of a 'grant' for the purposes of the review was *"an award to an external organisation or individual to undertake an activity or produce an outcome which the City Corporation is not required to do under statutory obligation – or which furthers the charitable objects of the charity from which the payment is made - and which has been (or should be) awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives."* This definition excludes internal transfers between different parts of the City Corporation, commissioned services, discretionary donations, subscriptions, sponsorship, ongoing legal commitments and unallocated Community Infrastructure Levy.

Current Position

4. Applying the definition in paragraph 3 above to expenditure in 2013/14, the City Corporation awarded approximately £13.23m from 15 different grants programmes, under nearly 20 different themes. These are listed in Appendix 3. Around 90% of that figure was given out through City Bridge Trust (the grant giving arm of the Bridge House Estates charity). Also shown in Appendix 3 is the distribution of grants by theme from the City Bridge Trust and the other grant programmes for 2013/14. (Figures for 2013/14 for City Bridge Trust grants were untypically low.)
5. A further £7.8m was paid to external organisations as discretionary donations and strategic initiatives (including strategic initiatives funded by City Bridge Trust and the Policy Initiatives Fund). In addition, more than £0.5m was paid out as regular, ongoing payments (but not from grants programmes or via contracts or procurements) although the figure could be considerably higher. These payments are excluded from this review.

Key Findings – The Case for Change

6. A high level summary of the review report: *A More Strategic Approach to Grant Giving*, is attached as Appendix 1.
7. The review noted that the bulk of the City Corporation's grants are disbursed through the City Bridge Trust which has sound systems and processes in place for managing disbursements. However, there is no consistent approach to governing or directing the *totality* of the City Corporation's grants programmes in relation to each other. This gives rise to a number of challenges, which are discussed in section 3 of Appendix 1.
8. The review also identified financial, organisational and reputational risks and opportunities in not taking this opportunity to reform the City Corporation's grant giving activities. The financial risks centre on the unnecessary costs arising from a failure to achieve value for money, economies of scale, and drive appropriate due diligence. The organisational risks centre on the missed opportunities to set common purpose, achieve greater corporate coherence, and drive professional best practice.
9. The reputational opportunities arise from the potential for the City Corporation to:
 - Offer a strong and complementary suite of grants programmes which reflect its priorities;
 - Communicate clearly what grants can be applied for, how to apply and manage City Corporation grants;
 - Manage the grant applications and monitoring process in a consistent way;
 - Conform consistently to expectations of transparency and best practice (e.g. as set by the Charity Commission);
 - Publish a strong story about the difference made by City of London grants, and
 - Make a strategic impact on London.
10. The review concluded that in an environment in which public sector grants are coming under tighter pressure and closer scrutiny, the City Corporation has an opportunity to set a benchmark of good practice by channelling and directing its substantial grants offer in a more focussed way.

Core Principles – Seven Steps to Success

11. The review identified seven core principles, detailed in section 6 of Appendix 1, which would form the basis for a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation. These were to:
 - 1) Set out a clear, corporate offer
 - 2) Allocate resources strategically
 - 3) Streamline governance
 - 4) Establish a common identity and branding for City Corporation grants
 - 5) Provide a consistent 'City of London' customer experience

- 6) Review all City Corporation grants programmes in a consistent and proportionate way
 - 7) Manage City Corporation grants more efficiently and more effectively
13. These core principles were supported by a set of more detailed systemic and procedural changes and recommendations, which are summarised in Appendix 2. These were approved by the Chief Officers Group following a presentation on the review at their meeting in April 2015. The majority of these are operational changes, which will be implemented as part of the revised overall approach to grant giving, for which the approval of the Policy and Resources Committee is being sought.
14. However, there are a number of recommendations which require Member approval as they have an impact on the roles and remits of certain Committees. These are as follows:
- Resource Allocation Sub to gain setting of the annual quantum for each City Fund and City's Cash funded grants programme.
 - Finance Grants Sub to gain strategic oversight / performance management of all City Corporation grants programmes but relinquish direct grant awarding functions.
 - Community and Children's Services to gain Combined Relief of Poverty charity (from Finance Grants Sub) and the 'poverty relief' charities proposed for merger. To retain Combined Education charity and gain City Educational Trust Fund (from Finance Grants Sub Committee) but to explore the potential to transfer these to the Education Board.
 - Education Board to explore with Community and Children's Services the potential to take on Combined Education charity and City Educational Trust Fund.
 - Open Spaces committees to establish a formal grants programme which is jointly governed and accessible to all (based on levels of current payments made to external organisations).
 - Culture, Heritage & Libraries *potentially* to establish a formal grants programme encompassing the current range of cultural / arts awards made by other committees (incl. Finance Grants Sub and the Policy Initiatives Fund).
 - Establishment to take control over funds from Finance Grants Sub Grants Programme for payments made to staff (and former staff) to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Implementation

15. Assuming implementation starts once all relevant Committees have agreed the recommended changes (i.e. summer 2015), it should be possible for the new arrangements to commence from **1 April 2016**. (Merging the smaller charities will take 6-9 months.) A full implementation plan will be developed with appropriate resourcing to meet this start date.

Corporate & Strategic Implications

16. The review was commissioned as part of the cross-cutting Service Based Review exercise, with the primary aim of improving service delivery. Proposals to streamline the City Corporation's grants offer in line with the stated priorities of the organisation are consistent with the Corporate Plan.

Appendices:

- Appendix 1: SBR Grants 2015: Summary of Final Report
- Appendix 2: SBR Grants 2015: Summary of Recommendations
- Appendix 3: Pie charts of grants expenditure 2013/14 and list of grants programmes

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A MORE STRATEGIC APPROACH TO GRANT-GIVING

SUMMARY OF SBR GRANTS 2015: FINAL REPORT

1. GRANTS, PROFILE AND INFLUENCE

- 1.1 The City of London's grant-giving and charitable heritage is one to be proud of. The quirky stories behind some of the centuries' old legacies which have helped countless Londoners over the years embody the Square Mile's rich and fascinating history. The resulting spectrum of grants which is on offer today from the City of London Corporation is distinguished by its size, its provenance, its London-wide reach and its stable base, which is not subject to party political control. This is a powerful asset, which if purposefully deployed, has the potential to build the profile, reputation and influence of the City Corporation as a major contributor to the maintenance of London – and in particular the City of London – as a globally attractive place to invest, work, live and play. This is achieved to an extent through the substantial funds distributed by the City Bridge Trust (CBT). However there is also an opportunity for the City Corporation to reap further dividends by strategically harnessing and managing the totality of its grants programmes as an overall package, rather than simply presiding over its constituent parts. This review sets out how to achieve that, whilst also ensuring that the purposes of the various charitable trusts which form part of the City Corporation's grants offer are faithfully met and that the distinctiveness of the City Corporation's interests are best showcased.
- 1.2 Such an exercise must be undertaken with due regard to the external environment in which the City Corporation makes grants. Grant-giving, by its nature, reaches out to form relationships with stakeholders to catalyse changes. The types of changes, stakeholders and relationships which are developed as a result of the City Corporation's interventions reflect back onto the profile and reputation of the City Corporation as a whole. That external environment is one in which the framework for grant-giving is changing and this changing landscape plays a large role in defining how the City Corporation's grant-giving activities are received and the impact they are seen to make.

2. THE BIG SQUEEZE

- 2.1 There is now a much more widely held and explicit consensus around best practice in making grants - partly driven by the Government's Transparency Code and partly driven by the Charity Commission's guidelines – in which grant giving bodies are expected to operate in an open, responsive and timely way. (The Government's Transparency Code requires local authorities to publish the amount, purpose and date the grant was awarded, its duration, the awarding department and the type of organisation in receipt of the grant for all grants awarded over £500). Whilst the Code does not apply to the bulk of the City Corporation's grants, it is worth noting that the Code is having the effect of normalising stakeholder expectations and benchmarks of good practice in grant-giving. This needs to inform how the City Corporation manages its grants programmes overall – whether public, private or charitable.
- 2.2 Another determinant of the grant-giving environment is the level of public funding available for grants across London, which is set to drop sharply, with many existing grants budgets being cut completely or transformed into commissioning contracts for service delivery or a combination of the two. Local authority budgets for non-statutory services are projected to drop by a further 43% over the next five years (based on Dec 2014 Autumn Statement figures) which will accelerate and intensify the extreme financial pressures on activities such as employment support, community development, extracurricular education, access to culture and the arts and enjoyment of open spaces, as well as grant giving itself. These are also typically the activities through which the City Corporation has reached out in partnership across London and it will continue to do so, being less reliant on local authority financing from Government than the 32 boroughs. This will put the City

Corporation in an increasingly prominent position as a champion of non-statutory but nonetheless very important social, environmental, educational, cultural and artistic initiatives by organisations and individuals from all walks of life.

- 2.2 Whilst there are huge reputational dividends to be reaped in this scenario, greater prominence will also invite greater scrutiny. The size of the City Corporation's grants regime provides an opportunity to showcase leadership, creativity and best practice. It also means that the City Corporation, more than ever, will need to avoid any potential perceptions that precious resources are spent in a way which is out of touch with the challenging environment. The City Corporation's overall grants package will be judged on the extent to which the corporate offer is clear, coherent and well-targeted, administered in an exemplary way, easy to navigate, customer-focussed and recognisably branded.

3. CITY OF LONDON CORPORATION GRANTS CHALLENGES

- 3.1 The vast majority of the City Corporation's grants are disbursed through the City Bridge Trust, which has clear and open systems and processes in place for managing disbursements. However, if a broader corporate perspective is taken in which the CBT is viewed as only one of a wider suite of grants programmes offered by the City Corporation, the following challenges become apparent:
 - i. **Lack of clarity on what constitutes a grant:** there is confusion about what constitutes a grant within the City Corporation, which arises partly because of the flexibility to finance such a wide range of initiatives from the City Fund. The term 'grant' has been applied to cover all payments (including a few contractual payments) – whether requested from or initiated by the City Corporation - as well as some internal budgetary transfers resulting from an internal bidding process (e.g. from the Policy Initiatives Fund). On other occasions, the term is much more restrictively used. Consequently there is no overview of the City Corporation's grants activities and no clear narrative which can be communicated.
 - ii. **A large number of small, loosely focussed grants programmes:** an idiosyncrasy resulting from the incremental accumulation of funds over a long period of time. Even though applying a standardised definition of a grant (e.g. as also used in the Government's Transparency Code) significantly reduces the range of payments which might fall under a loose 'catch-all' category, there remains a proliferation of grants programmes, many sharing overlapping and/or obsolete objectives, giving an overall impression of a lack of focus.
 - iii. **Lack of a consistent 'City of London' identity for City Corporation grants:** the City Corporation's grants programmes appear disconnected from each other, with little unifying public presentation or articulation of common purpose.
 - iv. **Variable customer experience of the same service:** a consequence of the fragmentation of grants programmes is that applicants do not have a consistent 'City of London' experience when engaging with the organisation on grants. For instance, only 5 out of a potential 15 City Corporation grant programmes (including wholly controlled City Corporation charitable programmes) are highlighted on the City Corporation website.
 - v. **Variable management practice for the same functions:** City Corporation's grant programmes are not managed in a consistent way and there is no overall benchmarking or standard setting for this function across the various programmes. The City Corporation has yet to comply with the Government's Transparency Code requirements for City Fund grants

and the Charity Commission's best practice guidelines in respect of City Corporation-controlled charitable trusts are not consistently followed.

- vi. **No overall performance review:** another consequence of the lack of coherence between the City Corporation's grants programmes is that they are not assessed for performance or impact in relation to each other, which would facilitate the spreading of best practice, drive better value for money and more effective targeting, as well as enable stronger communication with stakeholders about the difference made by the City Corporation's grants.
- vii. **Unintended duplication:** The City Corporation's grants programmes are largely managed separately from each other, which means management functions are replicated across the organisation to varying degrees of rigour, best practice is generally not shared and potential efficiencies are not realised.
- viii. **Untested subsidy:** the staff costs of managing grants (e.g. administrative, accounting, audit and legal) are not attributed to or reclaimed from the relevant programmes. This is the case for both City Corporation corporate grants programmes and City Corporation-controlled charities, despite each of the latter having additional funds available for immediate disbursement.
- ix. **Funding decisions which potentially cut across relevant service committee priorities:** the lack of co-ordination between the City Corporation's various grants programmes results in some grants being made without due reference to the priorities of the appropriate service committee charged with setting a policy and investment framework for the activities covered by the grant. This occurs in grants made in relation to poverty relief, education and culture.
- x. **Non-strategic resource allocation:** the organic way in which the City Corporation's grants has evolved over the years has meant that no direction has ever been set either for the overall or relative levels of grant funding to be made available for specific themes. There is scope to set City's Cash and City Fund grant programmes in relation to the given amounts available for disbursement through the City Corporation's trusts to improve targeting of resources.

4. RISKS

- 4.1 The scenario outlined above throws up potential risks and missed opportunities for the City Corporation. The risks are mainly reputational – for example, stakeholder uncertainty over what grants can be applied for, how to deal with the City Corporation on grants and inconsistent treatment by the City Corporation across its various grants programmes. But there are also missed opportunities to proffer a powerful set of grants programmes which work strategically for the City Corporation as much as for the specific purposes of each programme, to achieve economies of scale, to share best practice and to publish a coherent narrative about the impact made across London by the City Corporation's extensive range of grants.

5. A MORE COHERENT FRAMEWORK?

- 5.1 If "establishing a clear and well-run set of grants programmes which speaks to the needs of Londoners and represents the priorities and heritage of the City Corporation" is the aspiration of the City Corporation, then a more consistent approach to managing grants is required. This

would drive greater value from the City Corporation's extensive spending in this area, both in terms of reputation and material impact.

- 5.2 By reorganising how grants are managed into a more coherent policy framework, the City Corporation would be in a position to offer a more clearly defined and complementary suite of grants programmes, which reflects both the areas in which grants will be under acute pressure across London and the areas of investment in which City Corporation distinguishes itself from all others. Possible themes under which the City Corporation's grants could be brigaded might include:

- Social inclusion and poverty relief
- Educational and employment support
- Enjoying open spaces and the natural environment
- Community development
- Accessing culture and the arts

- 5.3 Steps towards achieving a more consistent approach to grant making would involve adopting a number of core principles, would then lead to a set of more detailed choices and operational changes.

6. CORE PRINCIPLES : 7 STEPS TO SUCCESS

- i. **Set out a clear, corporate offer:** The City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.
- ii. **Allocate resources strategically:** Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.
- iii. **Streamline governance:** Where a grants programme relates specifically to the remit of a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and other investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee takes on a performance management role for all City Corporation grants programmes
- iv. **Establish a common identity and branding for City Corporation grants:** All grants programmes which are controlled by City Corporation should share a common corporate 'Identity', with consistent branding which identifies them as belonging to the City of London Corporation family of grants – whether publicly, privately or charitably funded.
- v. **Provide a consistent 'City of London' customer experience:** All grants programmes should comply with the spirit of the Government's Transparency Code even where not legally required to do so, and charitable trusts should comply with the Charity Commissions' best practise guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.
- vi. **Review all City Corporation grants programmes in a consistent and proportionate way** in relation to their spending, outcomes and risks, on the basis of a twice-yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate Committees and boards of trustees.
- vii. **Manage City Corporation grants more effectively and more efficiently:** Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and assist the sharing of best practice. Staff costs (e.g. legal, finance and audit) should be recharged to grant programmes to avoid the City Corporation having to subsidise operations.

6.1 **Timing: Implement agreed changes on 1 April 2016**

The organisational adjustments which would flow from adopting the above recommendations would require approximately 9-12 months to put in place, assuming implementation starts as soon as the recommendations are agreed. For example, negotiation of changes to City Corporation charitable trusts with the Charity Commission would require 6 – 9 months.

6.2 **Process: Draw up an action plan and task a project manager to drive progress**

Once decisions have been taken about the preferred way forward, it is recommended that an implementation plan is drawn up, staff resource be made available to pursue it and progress reported to Members on a quarterly basis to maintain momentum.

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SBR GRANTS 2015: FINAL REPORT

SUMMARY OF RECOMMENDATIONS

Core Principles: 7 Steps to Success	Detailed Recommendations: Principles into Practice
<p>1. Set out a clear corporate offer: City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p>	<p>1.1 Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 Maintain accounting discipline for the coding and treatment of grants.</p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation. (for example: Education, Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 Formalise the de facto Open Spaces (City's Cash) programme so that the available funding becomes more clearly identifiable and accessible.</p>
<p>2. Allocate resources strategically: Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p>	<p>2.1 Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City's Cash and City Fund allocations to corporate grants programmes for the following year.</p>

SBR GRANTS 2015: FINAL REPORT

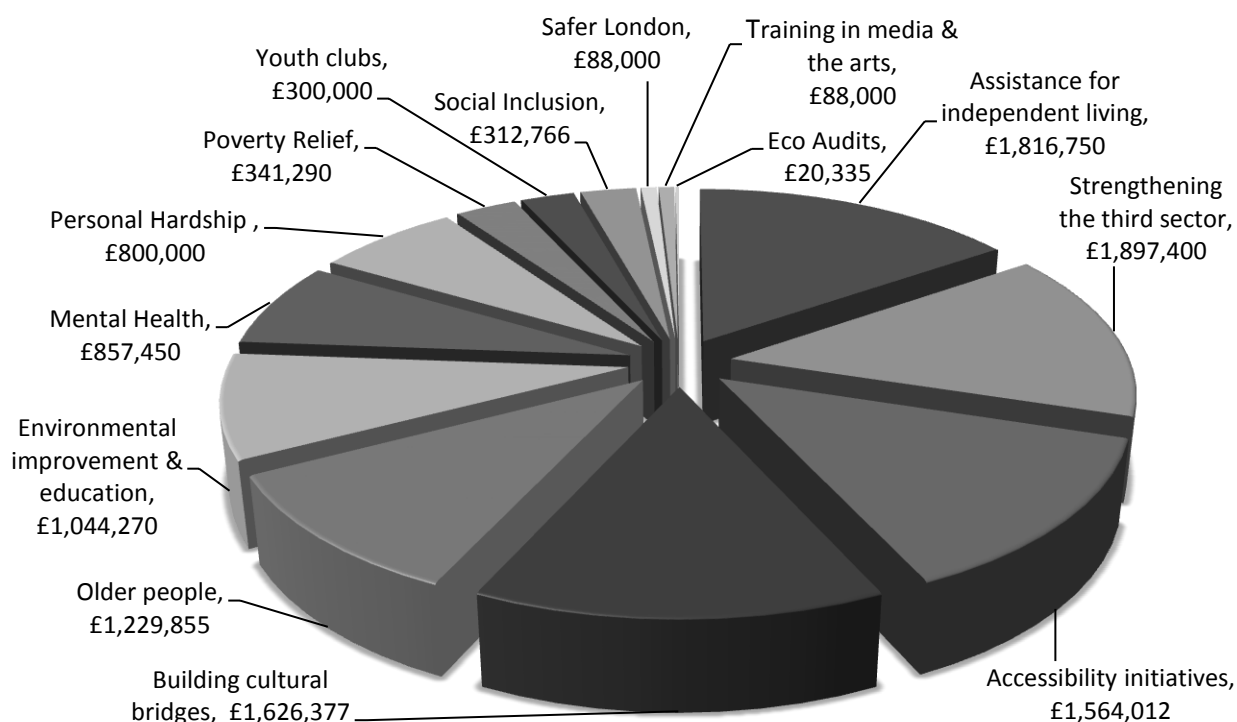
<p>3.Streamline governance: Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p>	<p>3.1 Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community & Children’s Services (CCS) Committee to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 Explore transferring the Combined Education Charity from CCS Committee to the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee for allocation in accordance with HR priorities.</p>
<p>4.Establish a common identity and branding for City Corporation grants: All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p>	<p>4.1 Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</p> <p>4.2 Include branding assurance as part of the City Corporation grants monitoring process.</p>

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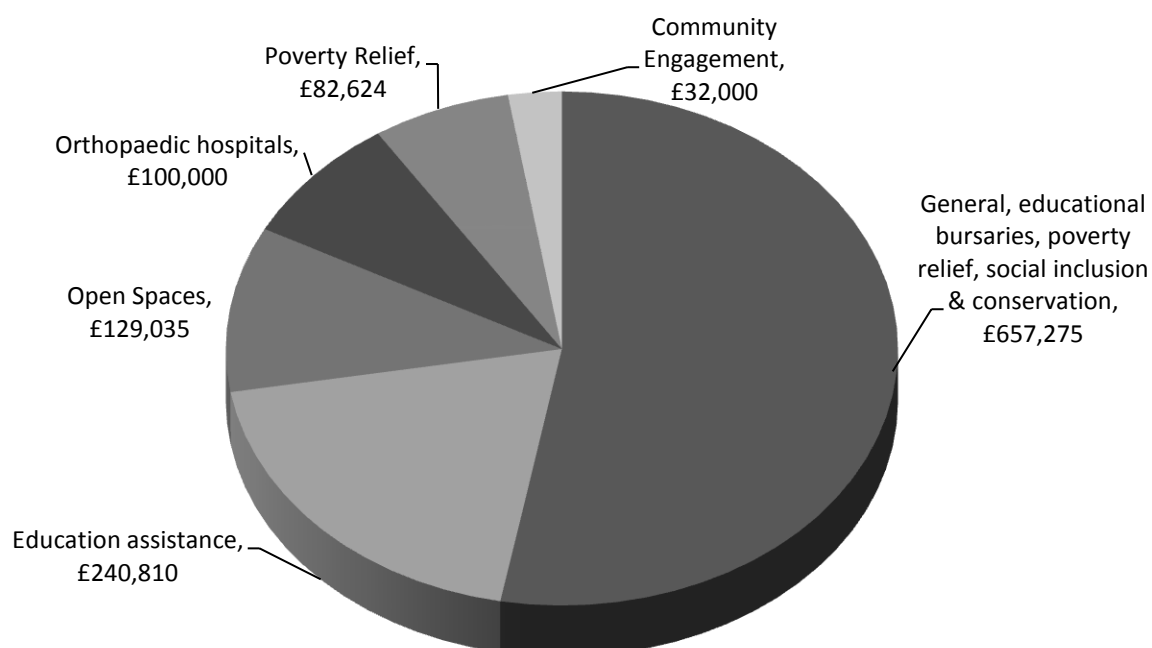
<p>5. Provide a consistent 'City of London' customer experience: All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p>	<p>5.1 Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</p> <p>5.2 Publish on the City Corporation's website a summary of all City Corporation grants programmes and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p>
<p>6. Review all City Corporation grants programmes in a consistent and proportionate way: All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p>	<p>6.1 Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</p>
<p>7. Manage City Corporation grants more efficiently and more effectively: Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p>	<p>7.1 Agree that grants administrators for all City Corporation grants programmes (except in the case of Community & Children's Services grants) be co-located with the City Bridge Trust grants team, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 Agree that designated finance and legal officers (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p>

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City Bridge Trust 2013/14
Grants awarded : £11,986,505



Other City Corporation Grants Programmes 2013/14 (see list overleaf)
Grants awarded : £1,241,744



City Corporation Grants Programmes (other than City Bridge Trust)

(excluding The Honourable The Irish Society, administered in Northern Ireland)

1. Finance Grants Sub Committee
2. Early Years Foundation Stage Programme
3. Community Small Grants Scheme
4. Estate Community Grants
5. City Educational Trust Fund
6. City Corporation Combined Education Charity
7. Sir William Coxen Trust Fund
8. The Vickers Dunfee Memorial Benevolent Fund
9. Emanuel Hospital
10. City of London Corporation Combined Relief of Poverty
11. Ada Lewis Winter Distress Fund
12. Mansion House Staff Fund
13. Signor Pasquale Favale's Marriage Portion Charity
14. Open Spaces de facto grants (incorporating: Epping Forest and City Commons, Hampstead Heath, Highgate Wood and Queen's Park, Kilburn)

Committee(s):	Date(s):								
Open Spaces & City Gardens - For information	8 June 2015								
Subject: Open Spaces Business Plan 2014/15 – Outcomes	Public								
Report of: Director of Open Spaces	For Information								
<p style="text-align: center;">Summary</p> <p>This report summarises the progress against the Key Performance Indicators from the Open Spaces Department Business Plan 2013-16:</p> <table border="1"> <tr> <td>KPI 1 – Conservation</td><td>The majority of sites are green, with the exception of Epping does not have a current management plan and Hampstead Heath where the management plan will expire in 2017.</td></tr> <tr> <td>KPI 2 – Customer Satisfaction</td><td>Customer surveys completed at all sites</td></tr> <tr> <td>KPI 3 – Finance Management</td><td>Income as a percentage of expenditure is 46% for the department</td></tr> <tr> <td>KPI 4 – People Management</td><td>All divisions remain significantly below the target of spending 1.5% of staff costs on training</td></tr> </table> <p>Recommendation</p> <p>Members are asked to note this report</p>		KPI 1 – Conservation	The majority of sites are green, with the exception of Epping does not have a current management plan and Hampstead Heath where the management plan will expire in 2017.	KPI 2 – Customer Satisfaction	Customer surveys completed at all sites	KPI 3 – Finance Management	Income as a percentage of expenditure is 46% for the department	KPI 4 – People Management	All divisions remain significantly below the target of spending 1.5% of staff costs on training
KPI 1 – Conservation	The majority of sites are green, with the exception of Epping does not have a current management plan and Hampstead Heath where the management plan will expire in 2017.								
KPI 2 – Customer Satisfaction	Customer surveys completed at all sites								
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KPI 4 – People Management	All divisions remain significantly below the target of spending 1.5% of staff costs on training								

Main Report

Background

1. The Open Spaces Department Business Plan 2013-16 was approved by the Open Spaces and City Garden Committee on the 8th April 2014. The Committee agreed targets and a set of performance indicators. The parts of the plan relating to the Cemetery and Crematorium were reported to the Port Health and Environmental Services Committee on the 13th May 2014.

Progress against Key Performance Indicators

2. A report on the Key Performance Indicators is included at Appendix 1, and a summary of progress against projects from the 2013-16 business plan is included at Appendix 2.

KPI 1 – Conservation

3. Members will note that there has not been any movement in terms of management plans this year – Epping Forest remains as red as the management plan is out of date, and Hampstead Heath remains amber as the management plan will expire in 2017. However, this disguises the significant progress made towards a new management plan at Epping Forest this year. The Epping Forest & Commons Committee agreed a consultation document at its last meeting on 11 May 2015. Phase 1 consultation will now take place over a 12 week period from 22 June 2015 to 14 September 2015.
4. While this KPI is a useful indication of progress on management plan reviews it does not reflect broader conservation issues. A new basket of indicators was therefore introduced in the revised business plan this year, which include:
 - Sites with current management plan
 - Green flags awards
 - Green heritage awards
 - SSSI condition
 - London in Bloom awards
 - Heritage assets at risk

KPI 2 – Customer Satisfaction

5. Customer satisfaction surveys have now been completed for all sites. These surveys show a high level of satisfaction at all of the sites. Epping returned a noticeably lower score than other sites and it is thought that this reflects the diversity of user groups within the Forest and the diversity of activity there which brings the potential for clashes between different user groups.
6. The department will be looking to further develop this indicator over the next couple of years to ensure that the information is useful to both officers and Members in judging the performance of our sites.
7. This year a number of additional surveys will be undertaken as part of the Sports and Education programmes. Officers will be looking to draw together data gathered from these surveys as well as from our in-house customer satisfaction survey to consider how well we are responding to customer needs.

KPI 3 – Finance Management

8. The figures for income as a percentage of expenditure have been collated for the year, and overall the department's income as a percentage of expenditure is 46%. However, if you remove the Cemetery & Crematorium from this, the figure is substantially reduced to 25%. It is difficult to make reasonable comparison between sites on the basis of this KPI due to the variation in potential sources of income, for example conservation grants, commercial activities, sports provision etc.
9. The revised business plan included a new KPI for financial management which would include:

- Road map projects successfully delivered
- Net profit evaluation of events
- Net profit evaluation of commercial activity

KPI 4 – People Management

10. Spend on training remains significantly below the target of 1.5% at all sites. This may reflect that the target is too high - particularly considering that all cost associated with staff are included i.e. recruitment, overtime, national insurance etc. It may also reflect that not all training is captured within the training budget lines, for example if it is provided by in-house staff. One example of this is as part of the department's new approach to delivering our Roadmap Projects, a series of training sessions have been organised to support those delivering the projects. Although approximately 50 staff are benefiting from these training sessions, as they are being delivered in house by an existing consultant, the only costs showing on the balance sheet are for refreshments and materials.
11. Although this target was maintained within the current business plan, it was also noted that "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." It is anticipated that this broader approach should give a more accurate reflection of the appropriateness and effectiveness of training within the department.

Delivery of Key Projects

12. Significant progress has been made against a number of projects this year – in particular the hydrology projects at Hampstead and Epping.
13. There have also been successes in non-capital projects, with significant progress being made in integrating Burnham Beeches and City Commons, the introduction of a land category board and in the role out the identity. These projects reflect increasing joining up between the divisions, and between the Open Spaces Department and the rest of the City.
14. The full list of departmental projects is included at Appendix 2.

Corporate & Strategic Implications

15. The Open Spaces Business Plan contributes to strategic aim 3 – "To provide valued services to London and the nation" and key policy priority 4 - "Maximising the opportunities and benefits afforded by our role in supporting London's communities" and 5 – "Increasing the impact of the City's cultural and heritage offer on the life of London and the nation".
16. There are no additional implications arising from this report.

Conclusion

17. In conclusion, significant progress was made during 2014/15 progressing a number of capital projects. Our KPIs however disguise the progress made at Epping Forest on their management plan and the diversity of different sources of income available to the different divisions. As reflected in this year's business plan, our KPIs need further work to ensure that they are a useful and accurate reflection of the work of the department.

Appendices

- Appendix 1 – KPI summary update
- Appendix 2 – Project update

Background Papers:

Esther Sumner

Business Manager Open Spaces

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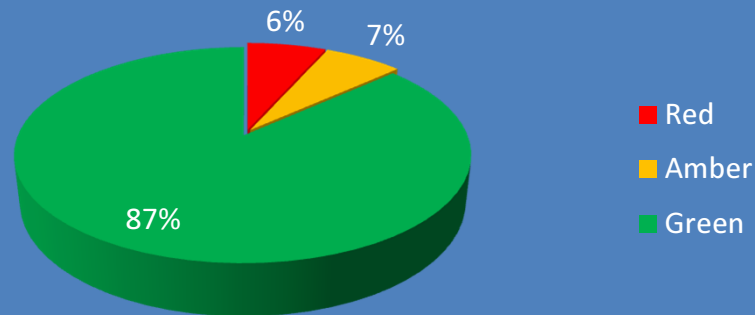
E: esther.sumner@cityoflondon.gov.uk

Appendix 1: Quarterly Key Performance Indicator Report

KPI 1 Conservation

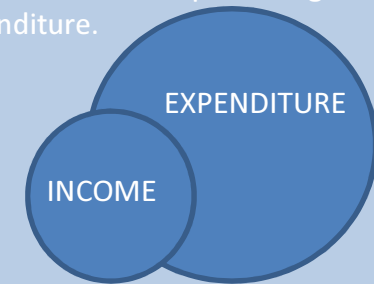
Current Management Plan in place

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



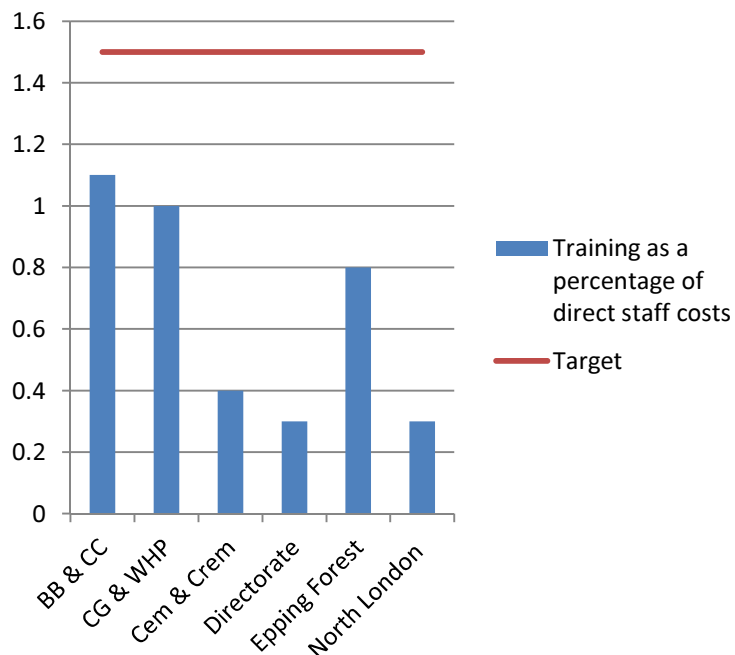
KPI 3 Finance Management

Income is measured as a percentage of local expenditure.



KPI 4 People Management

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



KPI 2 Customer Satisfaction

Division	Survey completed	Satisfaction (good+)
BB, SC & CC	Completed	93%
Cem & Crem	Completed	100%
City Gardens	Completed	90%
West Ham	Completed	97%
Epping Forest	Completed	62%
North London	Completed	98%

Site	Q1 %	Q2 %	Q3 %	Q4 %
Stoke Common	28	80	89	63
Burnham Beeches	24	32	38	31
West Wickham	16	12	16	15
Ashted	13	8	8	15
West Ham Park	21	19	20	15
Nursery	63	36	109	103
City Gardens	18	15	20	31
Hampstead Heath	21	26	23	20
Queens Park	23	16	22	17
Highgate Wood	15	14	15	14
Epping Forest	24	25	28	23
Chingford	98	117	114	105
Woodredon	176	176	189	148
Wanstead	42	51	43	34
Cemetery and Crematorium	166	164	170	171
DEPARTMENT	46	53	49	47

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Appendix 2 – Delivery of Key Projects in 2014/15

Hampstead Heath Ponds Project	In progress – will complete in October 2016	Having secured planning permission, site clearance took place in February, and main works started on site in April 2015. The 18 month programme should complete in October 2016.
Delivering savings	In progress – will continue through to 17/18	These projects and programmes now form part of the departmental roadmap which forms the basis of the 2015/16 Business Plan.
Epping Forest Management Plan	In progress	Consultation during 2015/16
Higham's Park Dam Project	Complete	Finisheed at the end of March. This project has been completed with a high level of community support.
Shoot Project	In progress	Should start on site in late spring 2016, and complete in the autumn. Ground will need to settle for 3 years prior to use.
City Churchyard management arrangements	Long term project	Although agreement to a generic Churchyard Agreement may be reached within the next 12 months, implementation with each of the individual churches will take several years to complete. This is a substantial project which will require appropriate resource
Queen's Park playground modernisation	In progress	Phase three to complete in 2015/16
Kenley Revival Project	In progress	Potentially a major project for Burnham Beeches & City Commons if the Phase 1 bid is successful
West Ham Park Nursery Feasibility study	In progress	Consultancy work is in progress – report expected shortly, allowing options to be developed and actioned in 2015/16.
West Ham Park café feasibility study	Not progressed	Committee agreed to terminate this project due to lack of return on investment.
CC and BB management arrangements	Complete	
Grazing project	Complete	Herd expansion continues as business as usual
Introduction of land management category board	Complete	
Roll out of Open Spaces visual identity	First stage complete	Roll out for all permanent signage will take place over a number of years

Short term projects

Roman Kiln	2015/16	In progress – has passed gateway 2
Queen's Park Café improvements	2015/16	To complete by October 2016 – part of wider NLOS café retendering
Parliament Hill Café improvements	2015/16	To complete by October 2016 – part of wider NLOS café retendering
Great Gregories	Complete	
Kenley Revival	In progress	Potentially a major project for Burnham Beeches & City Commons if the Phase 1 bid is successful
Seething Lane Garden	2016/17	Delayed until end of 2016
Senator House Garden	On hold	Move to medium term
St Botolph's Bishopgate	Keep	new project at G2, ball court refurbishment
St Olave's Churchyard	2015/16	Finishing at Easter 2016

Medium term projects

Parliament Hill and Queen's Park Paddling Pools	Potential future capital project
Education facility change of use of buildings	Potential future capital project
Restoration of memorials at Bunhill Fields – HLF bid	Move to long term as unlikely to be progressed until after 2017/18.
Wanstead Park HLF bid	Remains an aspiration but unlikely to progress until after 2017/18
Changing room renovation at Wanstead Flats – possible football foundation bid	Remains an aspiration but unlikely to progress until after 2017/18
Development of West Ham Park Café	Following the consultant's report that this was unlikely to be feasible, this will now be taken forward as Café retendering in 2015/16
Burnham Beeches Pond embankments	To be progressed after the completion of the Hampstead and Epping reservoir projects – likely to be after 2017/18

Long term projects

Hampstead Heath operational buildings	Asset Management Plan has been prepared by the City Surveyors.
Hampstead Heath lido	Forms part of the NLOS roadmap of projects
Open space signs	Currently under consideration by the Marketing & Communication Improvement Group. Work being undertaken on an ad hoc basis as part of the AWP.
Replacement of the cremators	In the Additional Works Programme for 2020 – will need to consider full abatement of a further two cremators

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

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