



Open Spaces and City Gardens

Date: MONDAY, 7 DECEMBER 2015

Time: 11.30 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

Enquiries: Natasha Dogra 0207 332 1434
natasha.dogra@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm.
N.B. Part of this meeting may be the subject of 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. **MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 1 - 4)

Open Spaces

4. **TO REVIEW THE TERMS OF REFERENCE OF THE COMMITTEE**
Report of the Town Clerk.

For Decision
(Pages 5 - 8)

5. **OPERATIONAL PROPERTY**
Report of The Chamberlain and the City Surveyor

For Information
(Pages 9 - 18)

6. **2015/16 BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 2**
Report of the Director of Open Spaces.

For Information
(Pages 19 - 36)

7. **OAK PROCESSIONARY MOTH IMPACT ON CITY OF LONDON OPEN SPACES IN 2015 AND FUTURE PLANS**
Report of the Director of Open Spaces.

For Information
(Pages 37 - 50)

8. **REVENUE & CAPITAL BUDGETS - 2015/16 & 2016/17**
Joint report of the Chamberlain and Director of Open Spaces.
Appendix 4 is non-public and can be found at item 14.

For Decision
(Pages 51 - 64)

City Gardens

9. **UPDATE FROM THE SUPERINTENDENT OF PARKS AND GARDENS**
Report of Superintendent of Parks and Gardens

For Information
(Pages 65 - 68)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

Part 2 - Non-Public Agenda

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

For Decision

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

For Decision
(Pages 69 - 70)

14. **REVENUE AND CAPITAL BUDGETS NON PUBLIC APPENDIX**
Joint report of the Chamberlain and Director of Open Spaces.
To be considered in conjunction with item 7.

For Decision
(Pages 71 - 72)

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

This page is intentionally left blank

OPEN SPACES AND CITY GARDENS
Monday, 12 October 2015

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 12 October 2015 at 2.00 pm

Present

Members:

Alderman Ian Luder (Chairman)
Graeme Smith (Deputy Chairman)
Alderman Gordon Haines (Ex-Officio Member)
Wendy Mead
Barbara Newman
Virginia Rounding (Ex-Officio Member)
Jeremy Simons
Michael Welbank
Verderer Peter Adams (Ex-Officio Member)
Catherine Bickmore (Ex-Officio Member)

Officers:

Natasha Dogra	- Town Clerk's Department
Fern Aldous	- Town Clerk's Department
Sue Ireland	- Director of Open Spaces
Esther Sumner	- Open Spaces Business Manager
Martin Rodman	- Superintendent of Parks & Gardens
Sam Cook	- Remembrancer's Department
Edward Wood	- Comptroller's and City Solicitor's
Victor Callister	- Department of the Built Environment
Alison Elam	- Chamberlain's Department

1. APOLOGIES

Apologies were received from George Abrahams, John Beyer, Deputy Alex Deane, and Deputy Robert Howard.

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

There were no declarations of interest.

3. MINUTES

Resolved – that the minutes of the previous meeting be agreed as an accurate record.

Matters Arising:

City of London Corporation (Open Spaces) Bill

Members noted that the Open Spaces Bill consultation was coming to an end and the report regarding the promotion of the Bill would be considered by the Court of Common Council on 15th October 2015. Officers said that the

consultation meetings with local groups had been very useful. The Bill would be deposited in Parliament on 27th November 2015.

4. ST MARY-AT-HILL CHURCHYARD GATEWAY 4

The Committee received a report from the Director of the Built Environment updating them on the St Mary-At-Hill Churchyard Gateway 4 project.

Members noted that St Mary-At-Hill church was a grade I listed building that was rebuilt by Sir Christopher Wren and Robert Hooke in 1670-74. The churchyard represented one of the few open spaces in the Fenchurch & Monument area, but it was currently underutilised as it is in a state of disrepair with low quality paving, poor access and limited planting. In addition to the poor design quality, surveys have revealed below ground structures and inadequate drainage causing potential damage to the church and churchyard wall.

In response to a query from Members, Officers said that the Fenchurch and Monument Area Enhancement Strategy identified St Mary-At-Hill Churchyard as a key opportunity to increase access to, and enhanced the quality of the churchyard for the increasing numbers of workers, residents and visitors to the area. To achieve this, the total available funding of £100,000 was allocated to the scheme from the Section 106 Agreement related to the redevelopment of 20 Fenchurch Street.

In order to address all of the current problems associated with the space, the Working Party developed a series of objectives which were approved at Gateway 3 in April 2015. The proposed concept design seeks to address these objectives by delivering new ramped and stepped access, new tree planting and soft landscaping, sustainable drainage, new seating, lighting and re-use of heritage assets.

Members were informed that there were still a number of uncertainties surrounding the delivery of this project, principally relating to archaeology, drainage and funding.

Resolved – that Members:

- Authorised the progression of the project and the release of funds, as set out in Section 17 of this report;
- Authorised officers to arrange additional funding as per the agreed funding strategy to secure the delivery of all project objectives;
- Authorised officers to develop a formal agreement to carry out the works on the privately owned churchyard and develop a long term maintenance agreement;
- Authorised officers to pursue all necessary Planning and Faculty permissions;
- Authorised the use of interest accrued on the £100,000 Section 106 Agreement.

5. OPEN SPACES LEARNING PROGRAMME

The Committee received a report of the Director of Open Spaces informing them of the new open spaces learning framework and programme had been

designed to address a lack of coordination and focus in the current learning provision. Members noted that Officers would investigate the use of an evaluation framework to determine the success of the programme.

Received.

6. **SUPERINTENDENT'S UPDATE**

The Committee received a report providing an update on management and operational activities across the City Gardens section since July 2015. Members were informed that the Christmas Tree Lighting Event would take place on 8th December at 4pm with the Lord Mayor in attendance. The reception following the ceremony would take place in St Paul's Cathedral Choir School Hall, Bread Street.

Received.

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

There were no questions.

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

There was no urgent business.

9. **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.

10. **FINSBURY CIRCUS REINSTATEMENT UPDATE**

The committee received an update by the superintendent of Parks and Gardens on the Finsbury Circus reinstatement project.

11. **ISSUE REPORT: SKATE BOARDING**

The committee received a report discussing issues surrounding skateboarding activities in St Paul's Churchyard.

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 WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business.

14. **SERVICE BASED REVIEW UPDATE**

The Committee received the confidential report of the Director of Open Spaces regarding the Service Based Review.

The meeting ended at 3.15 pm

Chairman

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

Committee: Open Spaces and City Gardens Committee	Date: 7 December 2015
Subject: Terms of Reference and Frequency	Public
Report of: Town Clerk	For Decision
<p style="text-align: center;"><u>Summary</u></p> <ol style="list-style-type: none">1. As part of the post-implementation review of the changes made to the governance arrangements in 2011 it was agreed that all Committees/Boards should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.2. The terms of reference of the Committee are attached as an appendix to this report for your consideration. <p><u>Recommendations</u></p> <p>The Committee is recommended to:</p> <ol style="list-style-type: none">a) approve the Terms of Reference for submission to the Court as set out in the appendix, subject to any comments; andb) consider the frequency of their meetings going forward.	

Contact:

Natasha Dogra

Telephone: 020 7332 1434

Email: Natasha.Dogra@cityoflondon.gov.uk

This page is intentionally left blank

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.
---------------	---

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.

This page is intentionally left blank

Committee(s)	Dated:
Epping Forest & City Commons Committee Hampstead Heath, Queens Park, Highgate Wood Open Spaces and City Gardens West Ham Park Planning and Transportation Port Health and Environmental Services Department of Community and Children Services	9 th November 2015 23 rd November 2015 7 th December 2015 7 th December 2015 15 th December 2015 24 th November 2015 11 th December 2015
Subject: Operational Property	Public
Report of: The Chamberlain and the City Surveyor	For Information

Summary

The Operational Property Review is a cross-cutting Service Based Review which is taking a more strategic view of the operational assets the City of London Corporation has, with the aim of identifying opportunities to rationalise the Corporation's operational property portfolio and reduce the high and rising cost of property. The general fabric and condition of many of our operational properties is starting to deteriorate which impacts negatively on the experience of the users of those properties and the Corporation's reputation as a consequence.

Operational assets are an essential means by which the City of London Corporation provides the best possible services, whether through its statutory Local Authority functions, Charitable duties and responsibilities (e.g. Open Spaces), or supporting and promoting The City as the world leader in international finance and business services.

Through this review, we aim to tackle the £40m 'bow wave' of maintenance costs we are currently pushing out year on year across all City of London Corporation assets. Ensuring property assets are efficiently managed and maintained, represent value for money in supporting service delivery and are fit for purpose is an important strand in improving efficiency and productivity.

The first phase of workshops covering Departments with the most significant operational properties, have been held over the period April 2015 to June 2015. Workshops with the Markets and Consumer Protection, Open Spaces, Community and Children's Services (DCCS) and Built Environment (DBE) Departments have strategically reviewed their operational properties and the work has identified potential opportunities in the short, medium and longer term to enable rationalisation and/or more effective utilisation of existing property assets. The following key themes of opportunities have emerged:

- Housing – commercial units, in-fill and residential development opportunities
- Car parking- review of overall provision
- Rationalising Central London staff accommodation to release surplus space or potentially buildings
- Rationalising Local offices, workshops and storage facilities
- Rationalisation of similar facilities, e.g. ports
- Staff residential accommodation
- Redundant property which should be demolished

Recommendation

The Committee are asked to:

Note the drivers for undertaking the Operational Property Review and that the emerging opportunities from this review that impact on the work of this Committee will be reported to subsequent meetings.

Main Report

Background

1. Last year Corporate Asset Sub Committee requested a review into how well our property assets are maintained. Until this point there was no comprehensive picture of the management of the operational estate. The review established that there is a funding gap each year, compounding and creating a cumulative shortfall of funding for cyclical maintenance and renewal. Effectively this is creating a £40m 'bow wave' of postponed maintenance costs which we will, at some point, need to meet. This funding gap is unsustainable in the long term.
2. It is estimated that the unfunded cyclical building maintenance and renewal costs of the existing Operational Property Portfolio over a 20 years is circa £159m. **Appendix 1** provides a diagrammatic representation of these unfunded costs. The unfunded element is particularly large in 2015/16 due to the items which have been deferred in order to reduce the 2014/15 Building Cyclical Works Programme (formerly known as the Additional Work Programme). In effect, only very high priority work is being funded, predominantly relating to Health & Safety issues and equipment which is at a very high risk of failure. As a result the general fabric and condition of many of our operational properties is deteriorating which impacts negatively on the experience of the users of those properties and the Corporation's reputation as a consequence.
3. This work has also exposed that the current management of operational property assets is fragmented. Ensuring property assets are efficiently managed is an important strand in improving efficiency and productivity. Effective asset management requires an organisation to maintain its operational asset portfolio; ensuring assets are efficiently managed and maintained, represent value for money in supporting service delivery and at the end of their useful economic life

are renewed/replaced or the need for the asset reconsidered. The management of property assets should accord with the Corporate Asset Management Strategy which aims to manage operational assets effectively, efficiently and sustainably to deliver strategic priorities and meet service needs.

4. This review work has been undertaken within the context that operational assets are an essential means by which the City of London Corporation provides the best possible services, whether through its statutory Local Authority functions, Charitable duties and responsibilities (e.g. Open Spaces), or supporting and promoting The City as the world leader in international finance and business services.
5. As part of the review, the suitability of the existing operational assets were considered from the perspective of whether the existing property asset portfolio were fit for purpose, in terms of location, functionality and condition. By reviewing the existing asset portfolio, any financial efficiency from rationalisation and more effective use of property can then be used to improve the quality and upkeep of the operational property portfolio in the future, and as a result support the continuation of the best possible service for the public.
6. Whilst the City of London Corporation's overall financial position is strong in terms of its balance sheet assets, delivery of its strategic and operational aims is achieved through the income it generates from those assets. The financial revenue forecasts for the City of London Corporation have to be set in the context of large reductions in central government funding and the expectation of future grant reductions for the foreseeable future.
7. The City of London Corporation is currently delivering a £20m Services Based Review to deliver significant and sustainable savings in order to balance the budget over the medium term; on both its City Fund and City Cash Services. There are restrictions over the operation of the City Fund which limits the use of assets to fund on-going revenue expenditure on our property asset portfolio. For instance it is forbidden for City Fund property assets to be sold, with the proceeds used to support the revenue position. A similar strategy is applied to City's Cash assets.
8. This means that while the Corporation may be perceived as a 'wealthy' organisation from the property assets that it holds, those assets are aging and require increasing sums to be spent on maintaining them. The revenue envelope available to fund these annual costs is reducing, resulting in a pressure to ensure that the estate is as streamlined as possible.
9. Reviewing and rationalising the operational property estate is one of many approaches to driving savings and efficiency, and has been an important approach adopted across the public sector as a whole within the current era of austerity. Whilst, the City of London Corporation does not face the extremes of financial pressures faced by the public sector, it does have a clear obligation to use the public and charitable resources at its disposal in the most effective and efficient way so that it is able to sustain the high quality services and obligations it has for current and future generations.

Operational Property Review

10. A cross-cutting Service Based Review was initiated to take a more strategic view of the operational assets the City of London Corporation has, with the aim of:-
 - Investigating the current utilisation of assets – do they provide value for money?
 - Investigate current and future property requirements
 - Identifying opportunities to rationalise the Corporation's operational property portfolio and reduce the high and rising cost of property.
11. As part of operational property review, Chief Officers were asked to review their operational asset base portfolio through a series of workshops to identify opportunities for rationalisation and improved efficiency. The aim has been to identify proposals for property rationalisation which are likely to deliver the greatest Value For Money (VFM) benefits. This work has necessarily been undertaken with full consideration of the reasons why property assets are held, how they contribute to service provision and what restrictions apply over their use.
12. The first phase of workshops covering Departments with the most significant operational properties, have been held over the period April 2015 to June 2015. These discovery workshops focused on the Markets & Consumer Protection, Open Spaces, Department of Community and Children Services (DCCS) and Department of Built Environment (DBE).
13. A further workshop was held at the end of October 2015, to review corporately, ways of working and Central London office accommodation (covering Guildhall, Irish Chambers, Walbrook Wharf Offices, and Lauderdale Place (DCCS/Barbican Housing office). This workshop, linked to the existing Guildhall Accommodation and Agile working projects explored opportunities to adopt more effective and efficient working methods through better use of space, adoption of flexible and more modern working methods enabling the rationalisation of central London office accommodation. An appetite to progress these modern ways of working and use of accommodation was confirmed and a workstream has been initiated to develop this programme of work.
14. The review did not consider the Barbican and Guildhall School of Music and Drama (GSMD) assets as these are currently being considered within the Cultural Hub Project, nor Police Accommodation where a separate review and rationalisation process has already been well established. Some of the emerging property asset rationalisation opportunities do have the potential to support the City's targets to increase Housing provision.
15. The first phase of workshops is now complete. These workshops, along with significant preparation work by Departments in collaboration with the City Surveyors and Chamberlains Department, have reviewed at a strategic level the operational properties occupied and operated by Departments. The aim of the workshops has been to identify proposals in the short, medium and longer term to enable rationalisation and/or more effective utilisation of existing property assets

to support high quality services. As a secondary benefit, this review work is assisting in the cleansing of the City's operational property records.

16. The following key themes of opportunities have emerged:

- Housing – commercial units, in-fill and residential development opportunities
- Car parking- review of overall provision
- Rationalising Central London staff accommodation to release surplus space or potentially buildings
- Rationalising Local offices, workshops and storage facilities
- Rationalisation of similar facilities, e.g. ports
- Staff residential accommodation
- Redundant property which should be demolished

17. Opportunities identified in some instances entail the relocation of people and operations, with resulting costs in order to facilitate the freeing up of property assets. Proposals that have been identified from the workshops have been prioritised to identify those opportunities which are likely to deliver the greatest value for money (VFM) benefits. Some of the emerging opportunities should also result in a better service provision through improving the accessibility of staff to service users.

18. Where a property asset is no longer required, disposals can be considered and achieved through freehold sale or the grant of leasehold interests for short or lengthy duration, subject to any statutory provisions limiting that ability.

19. Freehold sales mostly divest complete control, imposing covenants or restrictions on future use are invariably very difficult to achieve in practical terms. Leasehold disposals enable landlords to retain control because they still maintain an interest in the property, but that level of control generally diminishes as the length of the grant increases. Long leases can achieve premiums which are close to the freehold value, providing that any restrictions are not overly onerous.

20. It is likely that the City of London Corporation would need to consider disposal options on a case-by-case basis to assess the merit of individual circumstances. There are going to be a variety of circumstances where disposal is being considered, that will have a bearing upon the preferred disposal method, the outcome that the Corporation desires and its powers to deal with any given asset.

21. In addition to this recent exercise, some significant asset realisation opportunities had been identified from an earlier exercise to support the funding of the Corporation's Capital Programme, which includes significant investment required for the Hampstead Heath and Epping Forest Dams projects.

22. The operational property review is one strand of activity within the an overall Strategic Asset Management (SAM) Service Based Review (SBR) which also has strands of activity relating to Facilities Management, Contract Management and Project Management.

Next Steps

23. Relevant Service Committee Chairman and Deputy Chairman have been consulted on these opportunity proposals that impact on their service areas, as Service Committees have a role in declaring operational property assets as surplus. Chief Officers will be required to seek Service Committee agreement to the disposal and/or rationalisation strategies. Service Committee support will also be necessary for any rationalisation of property assets where better use of assets, e.g. through commercial sub-letting or more intensive use of assets as opposed to absolute disposal or demolition is proposed. Reports on specific opportunities will be brought to this Committee in subsequent meetings.
24. The disposal, rationalisation and more effective use opportunities across all the Committees will be considered in the round by the Corporate Asset Sub-Committee on the 24th November to ensure effective use and agree proposed disposals and rationalisation. Resource Allocation Sub-Committee on the 10th December will consider the recommendations from the Corporate Asset Sub-Committee. This reflects the responsibility of the Resource Allocation Sub-Committee to consider the impact of opportunities on the allocation of operational property resources for service delivery.
25. Once operational property is released by service committees, then assets will be passed to the Property Investment Board to consider the most advantageous route for disposal if no alternative use of the assets is determined.
26. It is then intended that a series of specific projects will then progress these proposals to completion seeking appropriate resources to facilitate rationalisation and/or disposals, and obtaining approval through current project processes.

Conclusion

27. Good progress has been made on the Operational Property Review Project. Emerging opportunities relevant to the work of this Committee will be reported to subsequent meetings of the Committee.
28. By reviewing the existing asset portfolio, any financial efficiency from rationalisation and more effective use of property can then be used to improve the quality and upkeep of the operational property portfolio in the future, and as a result support the continuation of the best possible service for the public.

Background Papers

Operational Property Review – Update report - 26th March 2015 (Public)
Operational Property Review – Update report - RASC 16th July/CASC – 28th July 2015 (Public)

Appendices

Appendix 1: Graph of Unfunded cyclical building maintenance and renewal costs

Caroline Al-Beyerty
Financial Services Director

Peter Young
Corporate Property Group Director

T: 0207 332 1113

E: caroline.albeyerty@cityoflondon.gov.uk

This page is intentionally left blank



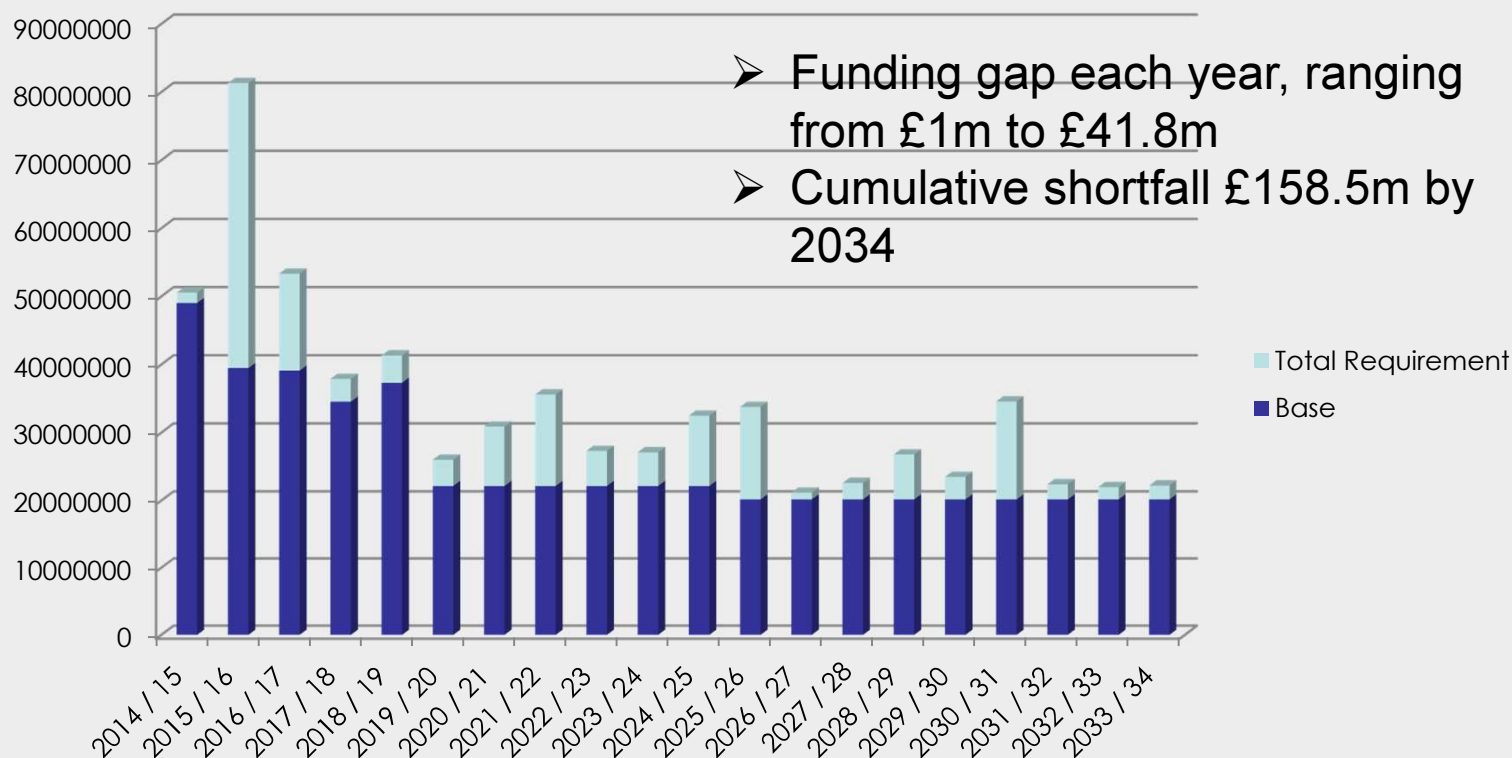
Appendix 1 - Operational Assets

Funding shortfall

- Current provision insufficient
- Choices are being made, creating the bow wave of £40m

- Funding gap each year, ranging from £1m to £41.8m
- Cumulative shortfall £158.5m by 2034

city of london



This page is intentionally left blank

Committee:		Date:
Hampstead Heath, Highgate Wood & Queen's Park	- For information	23 November 2015
Open Spaces & City Gardens	- For information	7 December 2015
West Ham Park	- For information	7 December 2015
Epping Forest	- For information	26 January 2016
Subject: 2015/16 Business Plan Quarterly Performance Update - Quarter 2		Public
Report of: Director of Open Spaces		For Information
<p style="text-align: center;">Summary</p> <p>This report summarises Open Spaces departmental performance against the 2015/16 -17/18 business plan, at the end of the second quarter of this financial year. The report also includes the departmental roadmap and the relevant roadmap for each of division.</p> <p>At the end of quarter two, two programmes are reporting as amber:</p> <ul style="list-style-type: none"> • Learning • Lodges <p>All other programmes are green.</p> <p>The report also provides an update on progress against the business plan's Performance Indicators (PI's).</p> <p>Recommendation:</p> <p>Members are asked to note this report</p>		

Main Report

1. Background

- 1.1. The business plan was approved by the Open Spaces & City Gardens Committee on 20 April 2015. The business plan reflected our charitable objectives and our vision "to preserve and protect our world class green spaces for the benefit of our local communities and the environment".

2. Roadmap progress

- 2.1. Each Committee report includes the Open Spaces Departmental Roadmap as well as the relevant divisional roadmap. In respect of the Open Spaces & City Gardens Committee, all roadmaps will be presented.
- 2.2. Overall it can be seen that each programme has been making progress, although initiation was slightly slower than anticipated.
- 2.3. As discussed previously at the Open Spaces & City Gardens Committee meeting, information on the progress of programmes will be provided 'by exception only' i.e. where a programme is amber or red.

Learning	Amber (steady state)	<p>In order to deliver the Learning Programme a new operating model is required which involve realigning some staff roles and responsibilities at some Open Spaces. A timetable for this process has been developed and is being implemented.</p> <p>The City Bridge Trust funding application is under consideration and funding remains uncertain until a decision is made in late November. Alternate sources of funding are being identified and submissions made but have yet to be realised.</p> <p>This project is progressing well but remains amber due to funding and staffing uncertainties.</p>
Lodges	Amber (steady state)	<p>Various work streams are progressing.</p> <p>Support being received from City Surveyor and Remembrancer.</p> <p>The work is planned to be undertaken in phases, initially tackling Lodges not affected by the City of London "Open Spaces Bill".</p>

3. Performance Indicators

Performance Indicator	Basket of Indicators for 2015/16	Progress to end Quarter 2 (i.e. Q1 + Q2 performance)
Preserving the ecology and biodiversity of our sites	Sites with current management plan	All sites bar Epping Forest hold a current management plan. Epping Forest first stage consultation completed. Epping Forest Draft management plan to be consulted upon in Spring 2016.
	Green flags awards	Green Flags retained at 10 sites.
	Green heritage awards	Green Heritage awards retained at 6 sites
	SSSI condition	Four sites are favourable:

		Burnham Beeches, Ashstead, Farthing Downs and Ribblesdown. Highams Park and Leyton Flats: meetings held with Natural England. Management plan works underway to move them from 'unfavourable, no change' to 'unfavourable recovering' condition.
	London in Bloom awards	London in Bloom Awards achieved at 12 sites. See Appendix 1 for list of award winning sites.
	Heritage assets at risk	Wanstead Park: preparatory work has been progressing prior to a Project Board Report planned for early 2016. Eight Fighter Blast Pens on Kenley Common: Heritage Lottery Award has been received and work will progress in 2016.
Customer satisfaction	Completion of one hundred, 60 second surveys for each site	287 surveys completed to date. Further surveys being undertaken.
Energy efficiency and sustainability	a. Reduce utility consumption by 2.5% per annum b. Reduce fuel consumption by 5% per annum c. Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)	<ul style="list-style-type: none"> Data to be provided at year end.

Finance performance indicator

- 3.1. The business plan recognised that further work needed to be undertaken to develop a useful financial PI. Audit suggested that these could include successful delivery of roadmap projects and net profit evaluation of events. Further work is being undertaken to determine if these are appropriate, SMART indicators and/or consider alternate financial performance indicators.

Developing our staff performance indicator

- 3.2. The target is 1.5% of direct employee costs to be spent on training. The table below shows that there has been a slight drop in the percentage of spend for most sites compared to the results reported last quarter. This is due to the summer months being the busiest operational period for staff. The majority of

training will take place during the autumn and winter months. West Ham Park is higher than reported previously due to their apprenticeship training.

<u>Division</u>	<u>Quarter 1 & 2 spend on training as % of direct employee costs</u>
City Gardens	0.78%
Cemetery & Crematorium	0.25%
Directorate	0.8%
Epping Forest	0.44%
Burnham Beeches, Stoke & City Commons	0.43%
Hampstead Heath, Highgate Wood & Queen's Park	0.09%
West Ham Park	2.41%

3.3. The current measure however does not take into consideration training that staff may receive that has no financial cost, such as various forms of in-house and on-line training, mentoring and shadowing.

3.4. As part of the work on Investors in People, consideration is being given to the development of a more effective and appropriate basket of performance indicators.

Cemetery & Crematorium performance indicators

3.5. The Cemetery and Crematorium has an additional set of PIs. Performance during the first two quarters of the year quarter has been strong.

Target 2015/16	Progress to end Quarter 2
Maintain 23% market share of cremations	22.4%
Maintain 8% market share of burials	8.2 %
Income compared to income target	54% (£2,374,747) of income target achieved during the first two quarters of 2015/16.
60% of cremations are using the new fully abated cremator	61.3%

4. Corporate & Strategic Implications

4.1. The delivery of the Open Spaces Business Plan 2015/16 – 17/18 will support the City of London's strategic aim "to provide valued services to London and

the nation” and the key policy priority of “maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency”.

5. Conclusion

5.1. The current roadmap projects are underway, although this process has taken slightly longer than originally anticipated. The programme approach is driving a renewed focus on outcomes for our sites and communities which will assist the department in delivering both our vision and each of our charitable objectives.

Appendices

1. List of Awards
2. Open Spaces Departmental Roadmap
3. Divisional Roadmap(s)

Background Papers:

- Open Spaces Business Plan 2015/16 - 17/18

Gerry Kiefer
Business Manager

T: 020 7332 3517

E: gerry.kiefer@cityoflondon.gov.uk

Appendix 1

Awards - Green Flag, Heritage Flag and London in Bloom Awards

Green Flags retained at:

1. West Ham Park
2. Bunhill Fields.
3. Burnham Beeches
4. Ashtead Common
5. Farthing Downs
6. Coulsdon Common
7. Kenley Common
8. West Wickham Common
9. Spring Park
10. Riddlesdown

Green Heritage awards retained at:

1. West Ham Park
2. Bunhill Fields
3. Ashtead Common
4. Kenley Common
5. West Wickham Common
6. Farthing Downs

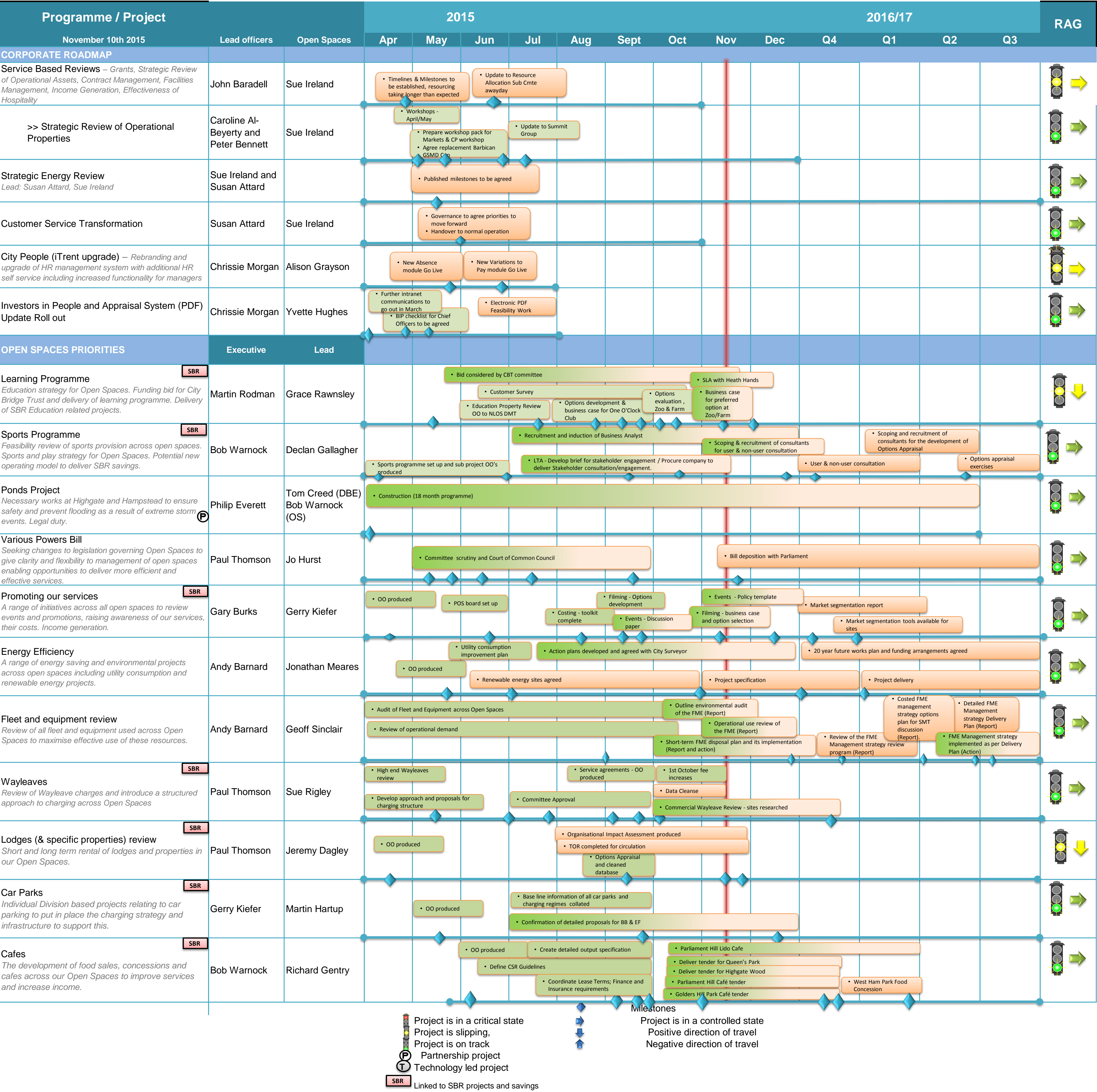
Green Heritage award:

1. Burnham Beeches

London in Bloom Awards achieved at:

1. City Gardens (as a borough award),
2. Christchurch
3. Greyfriars,
4. Festival Gardens,
5. Cleary Garden,
6. Portsoken Street Garden,
7. West Ham Park,
8. Golders Hill Park,
9. Queen's Park,
10. Bunhill Fields,
11. Cemetery & Crematorium.
12. Also, Friends of City Gardens received an award in their own right.

Appendix 2 - Open Spaces Roadmap



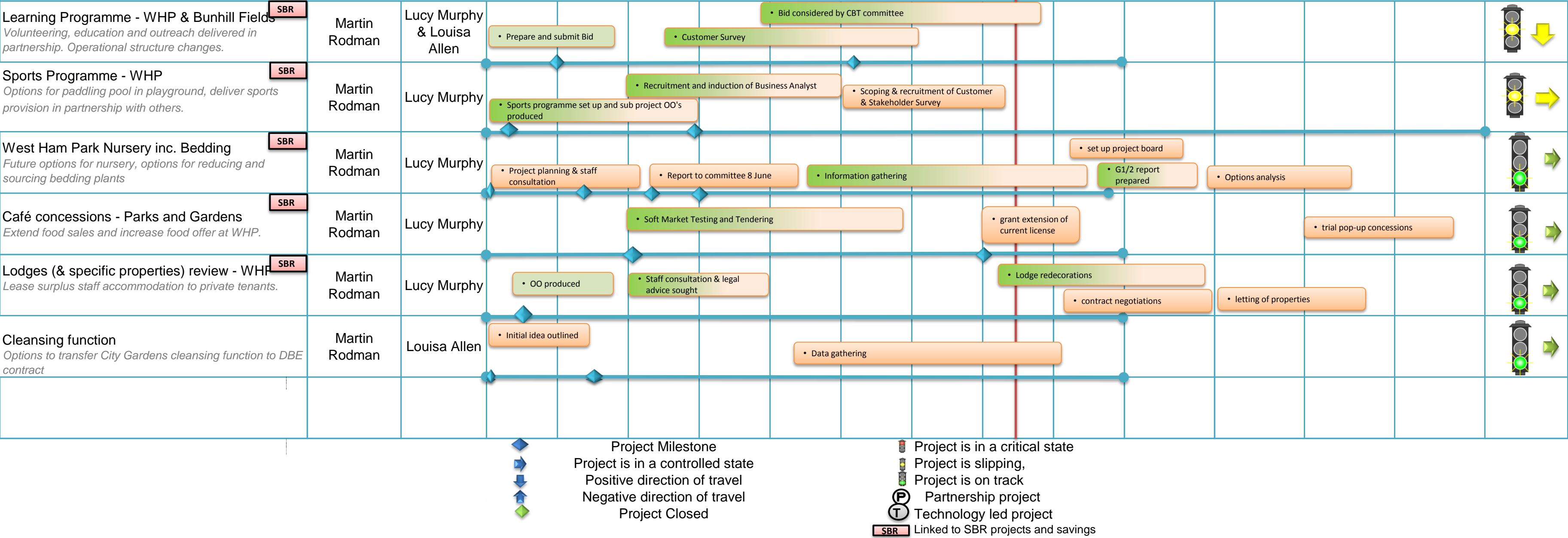
This page is intentionally left blank

City Gardens Roadmap

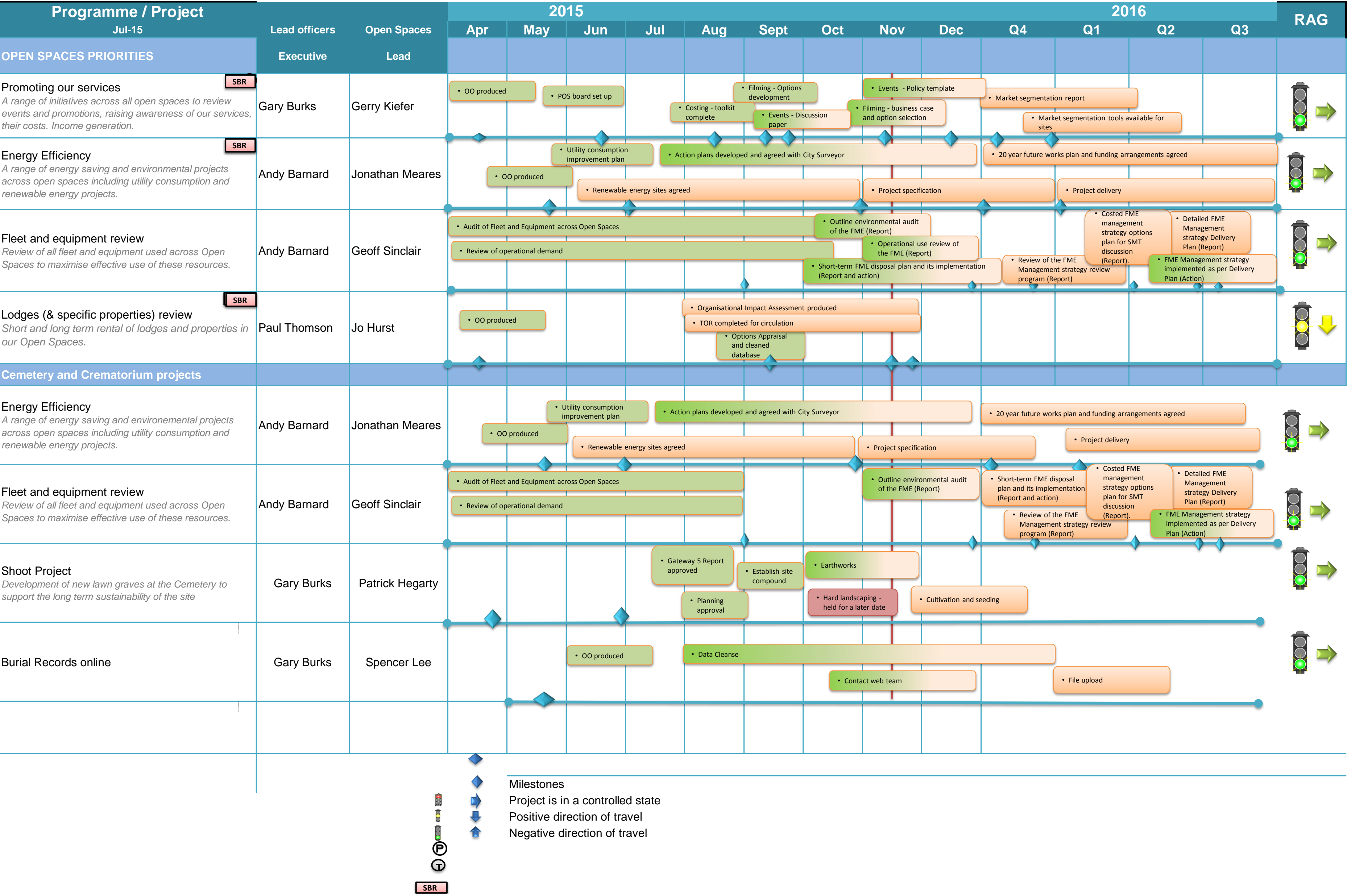
Programme / Project			2015												2016			RAG
Updated November 2015			Executive	Lead	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Q4	Q1	Q2	Q3	
Open Spaces Department projects and priorities																		
<div>Learning Programme</div> <div>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</div>	SBR	Martin Rodman	Grace Rawnsley			<div>Bid considered by CBT committee</div>						<div>SLA with Heath Hands</div>						<div></div>
						<div>Customer Survey</div>	<div>Options development & business case for One O'Clock Club</div>			<div>Options evaluation , Zoo & Farm</div>		<div>Business case for preferred option at Zoo/Farm</div>						
<div>Sports Programme</div> <div>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</div>	SBR	Bob Warnock	Declan Gallagher			<div>Education Property Review OO to NLOS DMT</div>		<div>Recruitment and induction of Business Analyst</div>				<div>Scoping & recruitment of consultants for user & non-user consultation</div>				<div>Scoping and recruitment of consultants for the development of Options Appraisal</div>		
				<div>Sports programme set up and sub project OO's produced</div>				<div>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</div>					<div>User & non-user consultation</div>				<div>Options appraisal exercises</div>	
<div>Ponds Project</div> <div>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</div>	P	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)			<div>Construction (18 month programme)</div>												<div></div>
<div>Various Powers Bill</div> <div>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</div>		Paul Thomson	Jo Hurst		<div>Committee scrutiny and Court of Common Council</div>							<div>Bill deposition with Parliament</div>						<div></div>
<div>Promoting our services</div> <div>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</div>	SBR	Gary Burks	Gerry Kiefer	<div>OO produced</div>	<div>POS board set up</div>			<div>Filming - Options development</div>	<div>Costing - toolkit complete</div>	<div>Events - Discussion paper</div>	<div>Filming - business case and option selection</div>	<div>Events - Policy template</div>		<div>Market segmentation report</div>				<div></div>
														<div>Market segmentation tools available for sites</div>				<div></div>
<div>Energy Efficiency</div> <div>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</div>		Andy Barnard	Jonathan Meares	<div>OO produced</div>	<div>Utility consumption improvement plan</div>		<div>Action plans developed and agreed with City Surveyor</div>						<div>20 year future works plan and funding arrangements agreed</div>					<div></div>
					<div>Renewable energy sites agreed</div>					<div>Project specification</div>			<div>Project delivery</div>					<div></div>
<div>Fleet and equipment review</div> <div>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</div>		Andy Barnard	Geoff Sinclair	<div>Audit of Fleet and Equipment across Open Spaces</div>				<div>Outline environmental audit of the FME (Report)</div>				<div>Operational use review of the FME (Report)</div>		<div>Costed FME management strategy options plan for SMT discussion (Report)</div>		<div>Detailed FME Management strategy Delivery Plan (Report)</div>		<div></div>
				<div>Review of operational demand</div>				<div>Short-term FME disposal plan and its implementation (Report and action)</div>				<div>Review of the FME Management strategy review program (Report)</div>		<div>FME Management strategy implemented as per Delivery Plan (Action)</div>				<div></div>
<div>Wayleaves</div> <div>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</div>	SBR	Paul Thomson	Sue Rigley	<div>High end Wayleaves review</div>			<div>Service agreements - OO produced</div>	<div>1st October fee increases</div>		<div>Data Cleanse</div>								<div></div>
				<div>Develop approach and proposals for charging structure</div>		<div>Committee Approval</div>		<div>Commercial Wayleave Review - sites researched</div>										<div></div>
<div>Lodges (& specific properties) review</div> <div>Short and long term rental of lodges and properties in our Open Spaces.</div>	SBR	Paul Thomson	Jo Hurst	<div>OO produced</div>			<div>Organisational Impact Assessment produced</div>	<div>TOR completed for circulation</div>										<div></div>
						<div>Options Appraisal and cleaned database</div>												<div></div>
<div>Car Parks</div> <div>Individual Division based projects relating to car parking to put in place the charging strategy and infrastructure to support this.</div>	SBR	Gerry Kiefer	Martin Hartup		<div>OO produced</div>		<div>Base line information of all car parks and charging regimes collated</div>											<div></div>
							<div>Confirmation of detailed proposals for BB & EF</div>											<div></div>
<div>Cafes</div> <div>The development of food sales, concessions and cafes across our Open Spaces to improve services and increase income.</div>	SBR	Bob Warnock	Richard Gentry		<div>OO produced</div>	<div>Create detailed output specification</div>				<div>Parliament Hill Lido Cafe</div>								<div></div>
					<div>Define CSR Guidelines</div>				<div>Deliver tender for Queen's Park</div>	<div>Deliver tender for Highgate Wood</div>							<div>West Ham Park Food Concession</div>	<div></div>
						<div>Coordinate Lease Terms; Finance and Insurance requirements</div>			<div>Parliament Hill Café tender</div>									<div></div>
									<div>Golders Hill Park Café tender</div>									<div></div>
Parks and Gardens projects																		

City Gardens Roadmap

Page 28



Cemetery and Crematorium Roadmap



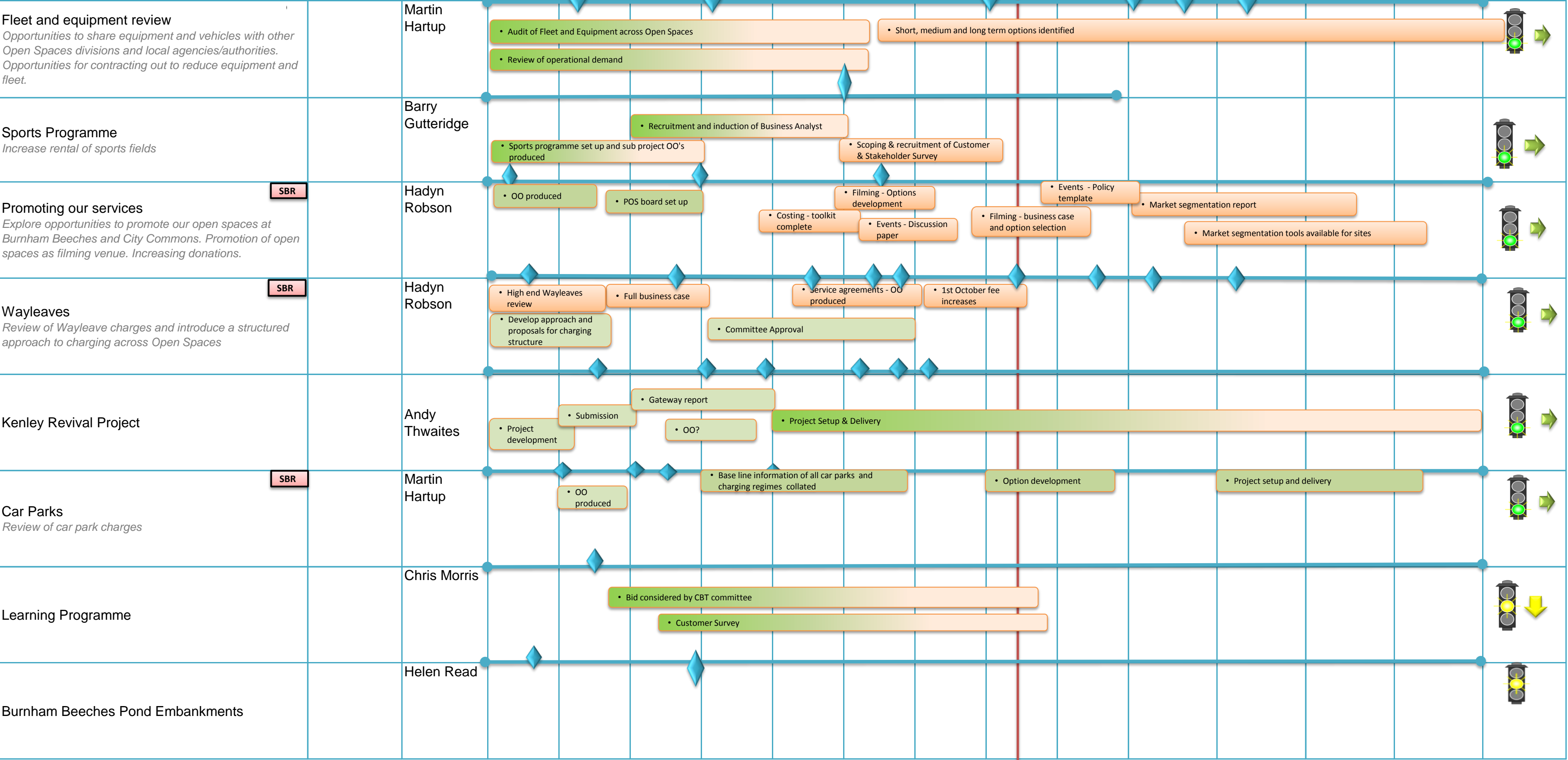
This page is intentionally left blank

Burnham Beeches and City Commons Roadmap

[illegible]

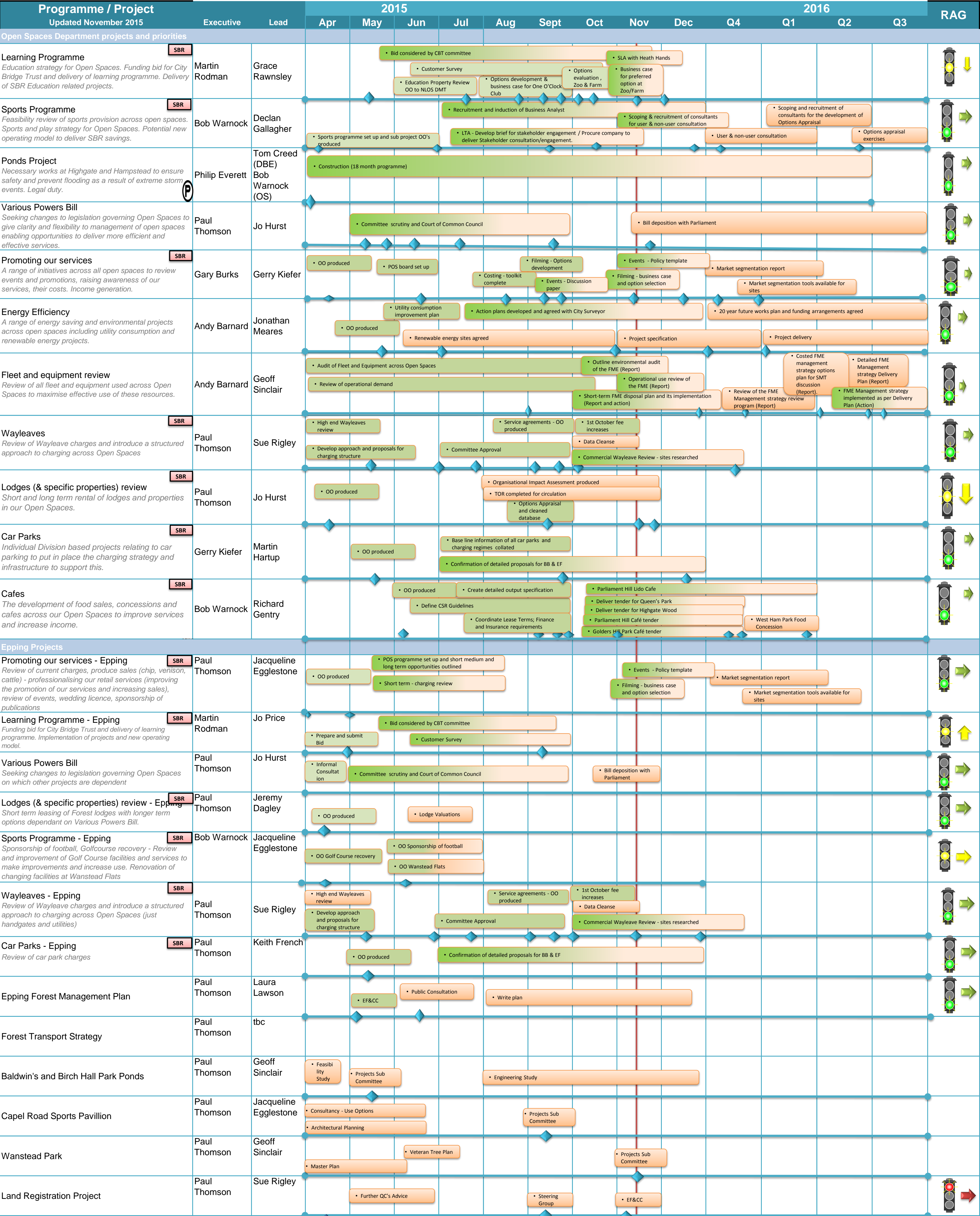
Burnham Beeches and City Commons Roadmap

Page 32



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

Epping Forest Roadmap



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

This page is intentionally left blank

Programme / Project Updated November 2015				2015									2016							RAG
	Executive	Lead	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Q4	Q1	Q2	Q3					
Open Spaces Department projects and priorities																				
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	Martin Rodman	Grace Rawnslley			Bid considered by CBT committee					SLA with Heath Hands						🚦⬇️				
					Customer Survey	Options development & business case for One O'Clock Club	Options evaluation , Zoo & Farm			Business case for preferred option at Zoo/Farm										
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	Bob Warnock	Declan Gallagher					Recruitment and induction of Business Analyst			Scoping & recruitment of consultants for user & non-user consultation			Scoping and recruitment of consultants for the development of Options Appraisal			🚦➡️				
					Sports programme set up and sub project OO's produced		LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.			User & non-user consultation				Options appraisal exercises						
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)														🚦➡️				
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>	Paul Thomson	Jo Hurst	Informal Consultati on		Committee scrutiny and Court of Common Council					Bill deposition with Parliament						🚦➡️				
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	Gary Burks	Gerry Kiefer	OO produced		POS board set up		Filming - Options development			Events - Policy template			Market segmentation report			🚦➡️				
							Costing - toolkit complete	Events - Discussion paper		Filming - business case and option selection			Market segmentation tools available for sites							
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>	Andy Barnard	Jonathan Meares			Utility consumption Improvement plan		Action plans developed and agreed with City Surveyor						20 year future works plan and funding arrangements agreed			🚦➡️				
				OO produced		Renewable energy sites agreed				Project specification			Project delivery							
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>	Andy Barnard	Geoff Sinclair			Audit of Fleet and Equipment across Open Spaces			Outline environmental audit of the FME (Report)					Costed FME management strategy options plan for SMT discussion (Report)	Detailed FME Management strategy Delivery Plan (Report)		🚦➡️				
					Review of operational demand			Operational use review of the FME (Report)					Review of the FME Management strategy review program (Report)	FME Management strategy implemented as per Delivery Plan (Action)						
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	Paul Thomson	Sue Rigley			High end Wayleaves review		Service agreements - OO produced			1st October fee increases						🚦➡️				
					Develop approach and proposals for charging structure		Committee Approval			Data Cleanse										
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	Paul Thomson	Jo Hurst						Organisational Impact Assessment produced								🚦⬇️				
					OO produced			TOR completed for circulation												
Car Parks <i>Individual Division based projects relating to car parking to put in place the charging strategy and infrastructure to support this.</i>	Gerry Kiefer	Martin Hartup						Base line information of all car parks and charging regimes collated								🚦➡️				
					OO produced					Confirmation of detailed proposals for BB & EF										
Cafes <i>The development of food sales, concessions and cafes across our Open Spaces to improve services and increase income.</i>	Bob Warnock	Richard Gentry						Create detailed output specification		Parliament Hill Lido Cafe						🚦➡️				
					Define CSR Guidelines					Deliver tender for Queen's Park										
								Coordinate Lease Terms; Finance and Insurance requirements		Deliver tender for Highgate Wood										
										Parliament Hill Café tender										
										Golders Hill Park Café tender				West Ham Park Food Concession						
North London Projects																				
Promoting our services - NLOS <i>Review of North London Events - Walks, workshops, school sports days, donations, filming, car parking</i>	Esther Sumner	Paul Maskell														🚦➡️				
					POS programme set up and short medium and long term opportunities outlined			Benchmarking exercise carried out and results provided.												
					Short term income generation - Weddings					Fees and charges report presented to committees for approval										
Learning Programme - NLOS <i>Zoo, One O'Clock Club, Education restructure, Hampstead Heath Education facility, Children's Farm, Zoo condition survey and Hive</i>	Martin Rodman	Grace Rawnslley														🚦➡️				
					Prepare and submit Bid					Options evaluation , Zoo & Farm										
										Business case for preferred option at Zoo/Farm										
Customer/Operational Facility Improvements <i>Heath Hub, Stores, Use of vacant space in Lido, Asset Management plan</i>	Bob Warnock	Lucy Gannon														🚦➡️				
										Professional Consultation										
										Personal Consultation										
Energy Efficiency - NLOS <i>PV on Lido</i>	Andy Barnard	Jonathan Meares														🚦➡️				
Sports Programme - NLOS <i>Parliament Hill & Queens Park paddling pools, Lido, online tennis,</i>	Bob Warnock	Declan Gallagher	</																	

This page is intentionally left blank

Committee	Dated:
Open Spaces and City Gardens Committee	7 December 2015
Subject: Oak Processionary Moth impact on City of London Open Spaces in 2015 and future plans	Public
Report of: Director of Open Spaces	For Information

Summary

This report provides information on the Oak Processionary Moth (OPM) *Thaumetopoea processionea* population and management at Hampstead Heath, Queens Park & Highgate Woods. Caterpillars and nests were discovered at Queens Park and Hampstead Heath in June this year. The report also provides information on the impact of OPM across London and management considerations for 2016.



Figures 1 & 2. Forestry commission images of moth and caterpillars

Recommendation

Members are asked to:

- Note the report and consider the potential implications for 2016.

Background

1. OPM is a native of southern Europe, where predators and environmental factors usually keep its numbers in check and minimise its impact. However, aided by the movement of plants, its range has been expanding northwards over the past 20 years, and it has become established as far north as the Netherlands, Belgium and northern Germany. The caterpillars arrived to the UK in 2006 in west London near to Kew Gardens, as egg plaques on twigs of imported tree nursery stock from the Netherlands. A more recent outbreak discovered in 2014 at the Queen Elizabeth Olympic Park, had a similar source history.



Figure 3. FC image of egg plaques



Figure 4. NLOS Image of browsing

2. The caterpillars feed on the foliage of oak trees from April through to early August and have been known to cause significant defoliation and subsequent tree health issues, where there are large populations & nests.

Health concerns

3. Of concern are the human health problems OPM can potentially cause; the caterpillars in their later stages of development carry barbed (urticating) hairs that can cause severe skin irritation and breathing difficulties. Human contact with the hairs (setae) of OPM can be associated with a range of symptoms of varying severity, from urticarial rash and dermatitis to, very rarely, anaphylaxis. Occupational exposure is a concern, regularly reported across the Arboricultural industry, where repeated exposure for those who are sensitised, results in an increasingly severe response.



Figures 5 & 6. Gristwood & Toms images of rash symptoms on contractors exposed to OPM setae

London wide management

4. Attempts to eradicate this pest have been through the Forestry Commission's use of Plant Health Notices, which demand treatment by landowners. Despite best efforts, treatment of the pest in London has turned to containment. Effective control of this pest is difficult because of the risk of collateral damage to other flora and fauna. Kew Gardens for example has managed to limit the impact of OPM by the use of a chemical insecticide, but this treatment is not selective. Widespread use eradicates other species susceptible to the chemical, many of which are beneficial to the natural system. Although research has been undertaken at some sites, including The Royal Parks, at the Forestry

Commission's sites and at Pangbourne; it is too early to draw definitive conclusions.

5. In 2015, the management of OPM across London focussed on 4 elements:-
 - a) Spraying
 - b) Surveying
 - c) Nest removal
 - d) Pheromone trapping

In order to use the DEFRA funding £1.8m, to achieve the most effective outcomes it was determined that no treatment would be funded by DEFRA in the core zone, see Figure 7. Any management in this zone was dependent on private landowners or local authorities. The Forestry Commission (FC) organised spraying, surveying and nest removal beyond the core zone and in outlying outbreaks.

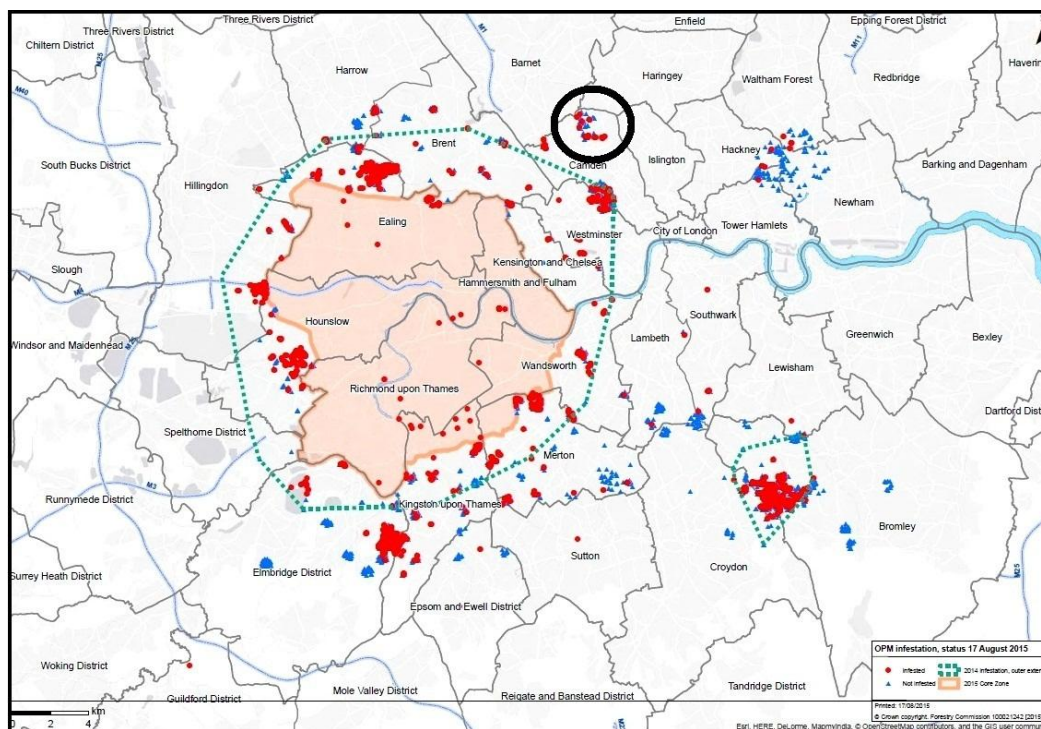


Figure 7. London spread (2015) FC map at August 2015

OPM management - Hampstead Heath and Queen's Park.

6. During inspection in June 2015, the tree team discovered caterpillars in one oak and a suspected nest in an adjacent tree in Queens Park. Fences were erected to exclude the public from these trees and information signs were installed. No further nests were discovered.
7. Also in June, a report by a member of the public who was running across Hampstead Heath suggested that they had rash like symptoms that may have been associated with OPM caterpillars. A map of the runner's route was created and the tree team dispatched to inspect the trees along the route. A nest was discovered on one of the first trees inspected which then led to the FC inspectors being brought on to the Heath to confirm. After confirmation, a further 100m radius inspection was carried out which then led to further nests being discovered. Over the next month a total of 15 nests in 13 trees were discovered. (A further two trees with a nest each were discovered within the neighbouring English Heritage Kenwood property). These are circled in Figure 7. We were served with a Statutory Plant Health Notice to remove all nests across the sites.



Figure 8. Map showing chronological order of discovered nests on Hampstead Heath

8. Due to significant health implications around the setae, found on the caterpillars and in the nests, the decision was made to not expose the Tree Team to this hazard. Contractors were used who have specialist Personal Protective Equipment (PPE) including full respiratory helmets and disposable climbing kit.



Figures 9 & 10. Specialist protective clothing

The identified nests are removed and put in to sealed double skin plastic bags then placed into a container, then taken off site for incineration.

The below images show nests containing hairs, at different stages of pupation from trees no more than 50 metres apart.



Figures 11 & 12. Removed nests

9. Further management in 2015 will involve, the 13 identified trees being revisited this winter (out of leaf) by the FC inspectors to see if there are any additional nests that may have been missed. These target trees and a surrounding 50 metre radius will be sprayed by contractors with a biological pesticide named *Bacillus thuringiensis* (BT). This will help control next year's early stage caterpillars when they emerge from their egg plaques.



Figure13. OPM spraying at Kew gardens

Results of 2015 work on OPM across London

10. The infestations found in 2015 are shown in Figure 7 and Appendix One, of particular note are:-
- no spread from the west London area westwards.
 - contraction of the Croydon/ Bromley infestation.

- No nests found at Pangbourne for the 2nd year, but a small number of male moths found, see appendix one.
 - New findings to the east and south, including significant areas at Hampstead and Chessington.
 - Further findings at the Olympic park.
 - New outbreak in and around Wisley, extent unknown, still being surveyed.
 - Pheromone traps have caught significant numbers in some areas, which need visual survey follow ups, see Appendix Three.
 - Few pheromone findings between London and Pangbourne
- Whilst findings are beyond previously known extent it is important to note this is due to increased surveying and raised awareness.

Future Plans

11. DEFRA are undertaking an evaluation of the current control programme (2012-15) to assess the impacts of the work, the report is expected in early 2016. To allow time for fuller consideration of the evaluation, it is planned to extend the current pilot programme for a further year, 2016. At this stage, when the budgetary settlement has not been finalised, it is too early to know whether this will be feasible and the extent of work that can be achieved.
12. Given that in 2015 the spread of OPM has been reduced but not stopped, a decision on whether current control measures should continue will follow from the evaluation. It would appear likely that we will need to take a risk based approach to OPM in future and accept that it will have to be managed appropriate to the level of risk.

Financial Implications

13. The costs of managing OPM at Hampstead Heath and Queens Park in 2015 were £9,480. We know from the Royal Parks that their first year costs were £30,000 and are now annually some £250,000. Your Chairman has sought and achieved from the Chamberlain, support in principle, for additional resources should they be needed in 2016 and beyond.

Corporate & Strategic Implications

14. Tree management contributes to producing a Clean, Pleasant and Attractive City (Objective CPAC4) and to Conserve and Protect Biodiversity (Goal 15) in the Community Strategy. It will also help fulfil the Department's Strategic Goals and Objectives: No. 2. To adopt sustainable and sensitive working practices, promote biodiversity and protect the Open Spaces for the enjoyment of future generations, and No. 5. To ensure that the profile of the Open Spaces is further recognised through working in partnership with others to promote our sites and through influencing policies at a local, regional and national level.

Conclusion

15. It is quite clear that attempts to eradicate this pest across the London area have not been successful, although the rate of spread has reduced. We will have to await a decision from DEFRA before determining our full response for 2016; we are likely to focus resources on the current known populations and likely areas of

spread. We will need to learn to live with this pest, until nature finds its own control measures.



Figure 14. Trees with nests fenced off, Parliament Hill Bandstand, Hampstead Heath

Appendices:-

Appendix 1. OPM Infestation London -wide by 1 September 2015, Forestry Commission report.

Appendix 2. Pheromone trap locations in 2015, Forestry Commission report.

Appendix 3. Male moths found in traps in 2015, Forestry Commission report.

Sue Ireland

Director of Open Spaces

T: 02073323033

E: sue.ireland@cityoflondon.gov.uk

David Humphries

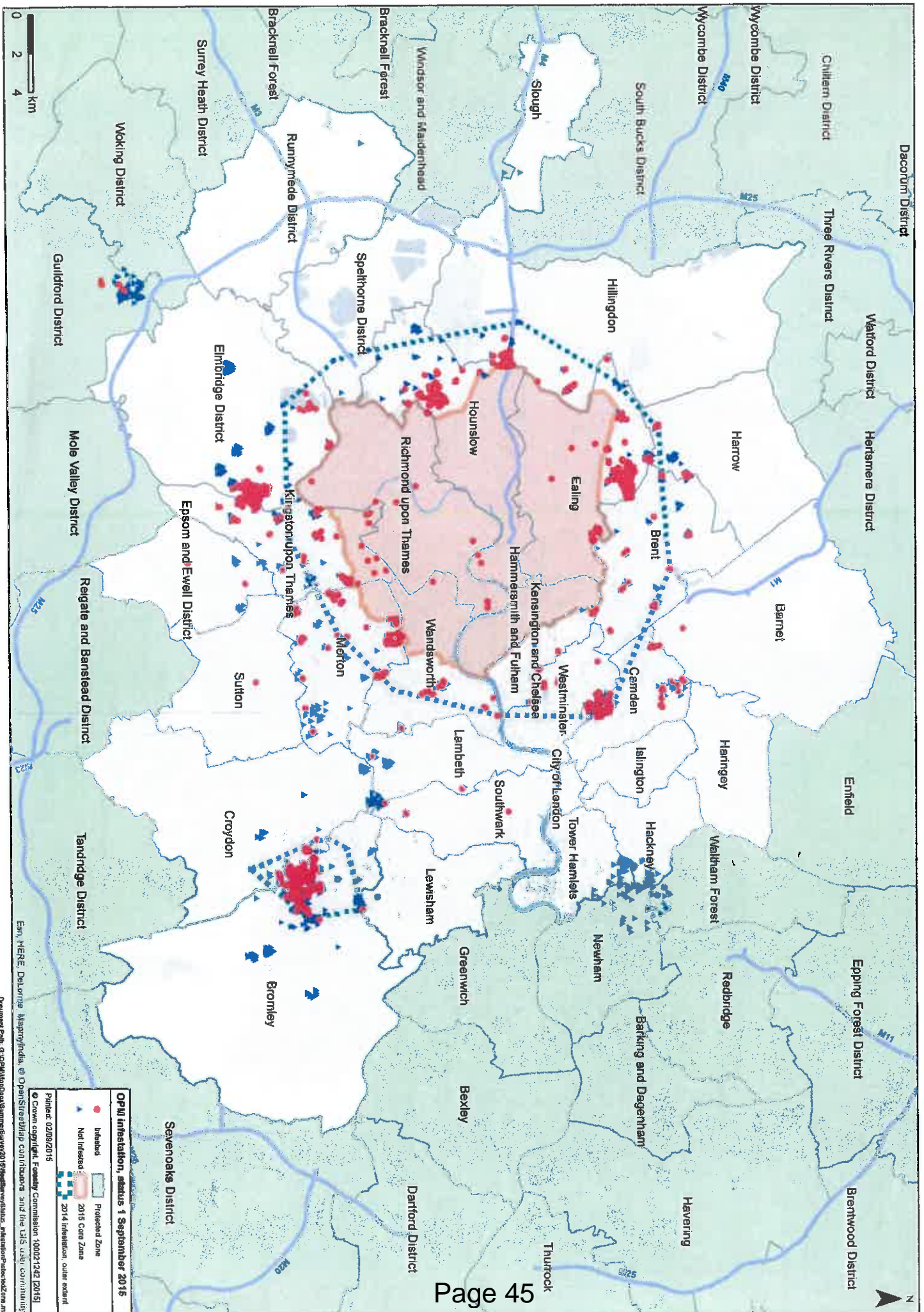
Arboricultural Supervisor

Open Spaces

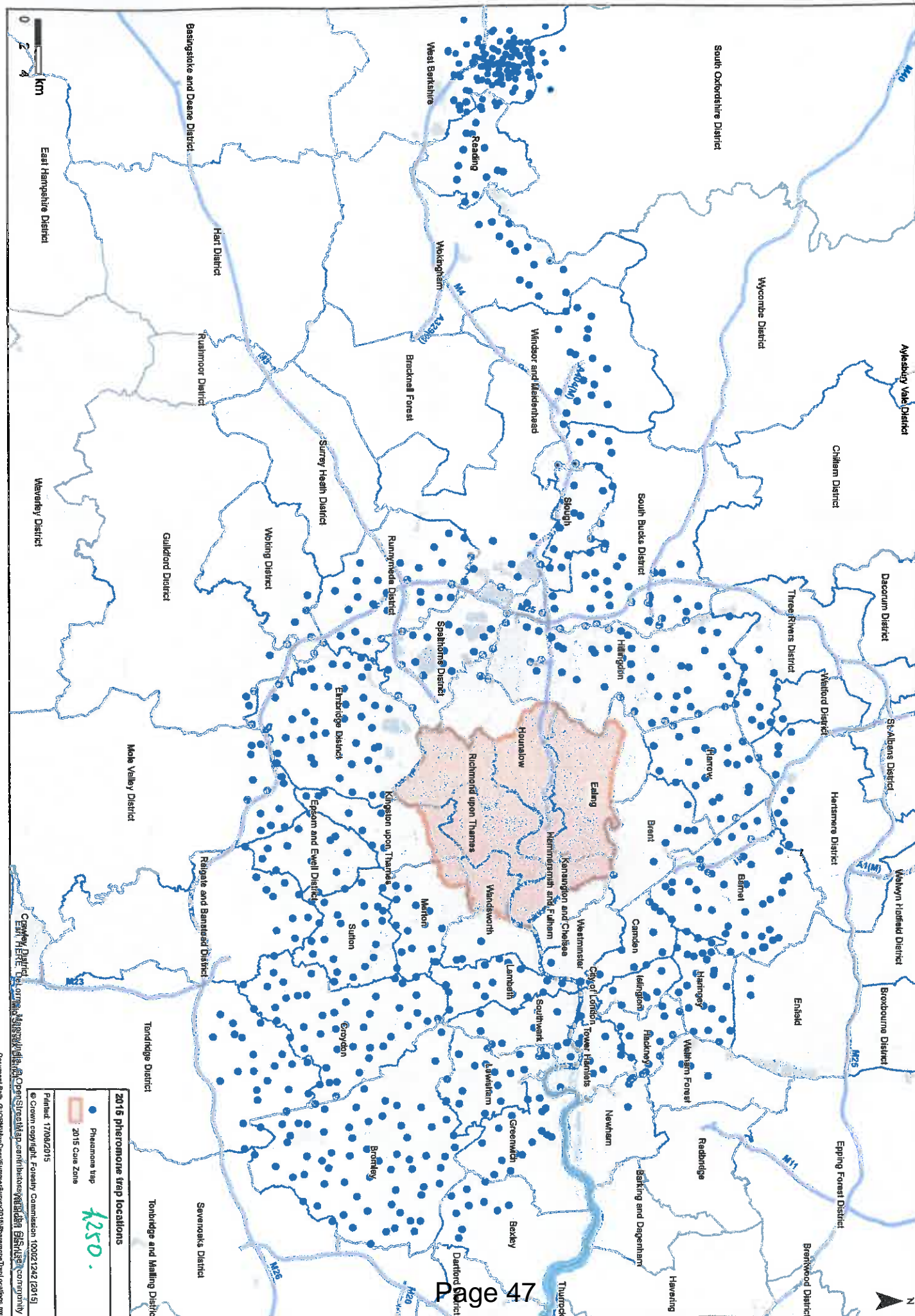
T: 07775703017

E: david.humphries@cityoflondon.gov.uk

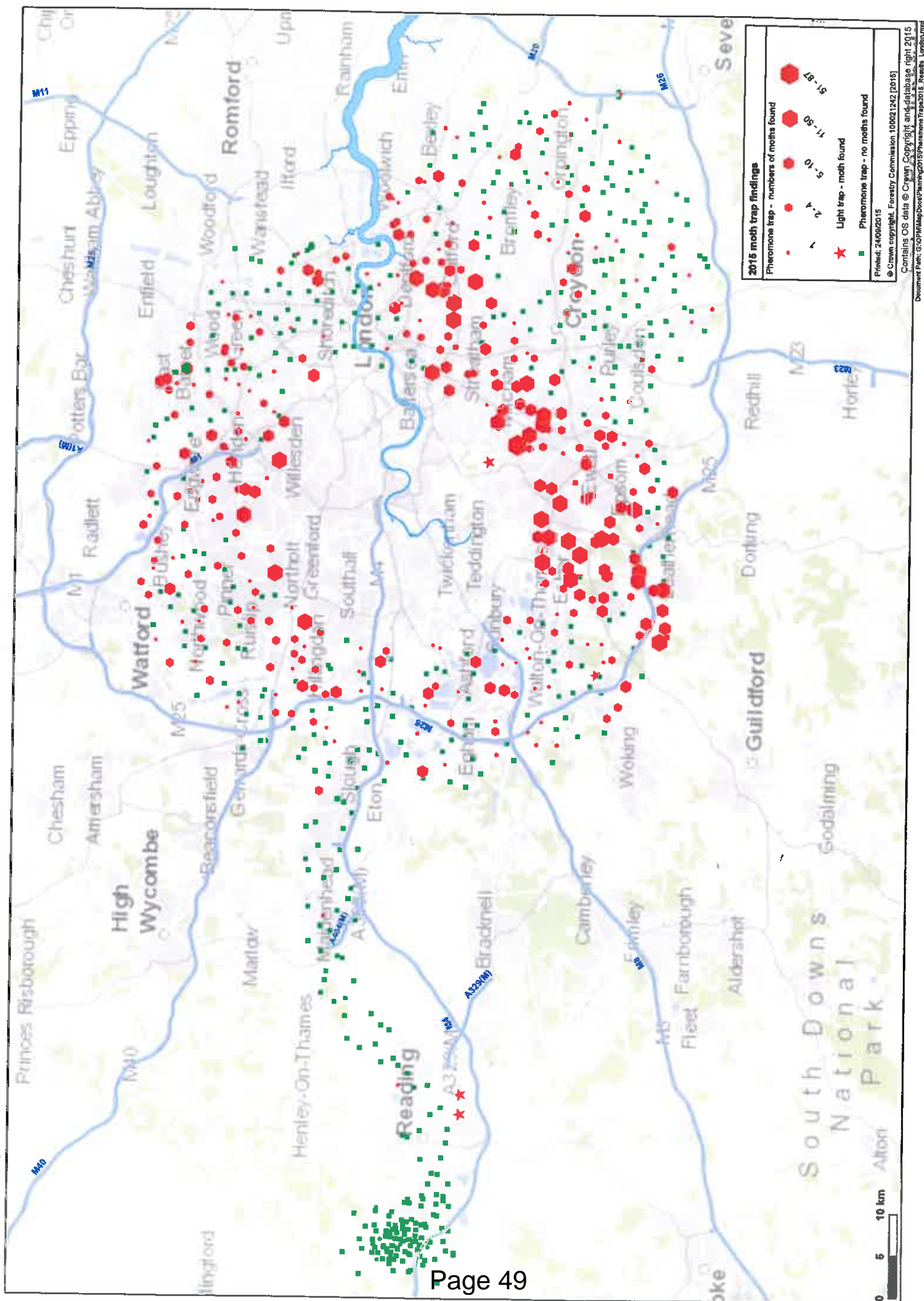
This page is intentionally left blank



This page is intentionally left blank



This page is intentionally left blank



This page is intentionally left blank

Committee(s) Open Spaces and City Gardens Committee	Dated: 07.12.2015
Subject: Revenue & Capital Budgets – 2015/16 & 2016/17	Public For Decision
Report of: The Chamberlain The Director of Open Spaces	For Information

Summary

This report updates the Committee on its latest approved revenue budget for 2015/16 and seeks your approval for a provisional revenue budget for 2016/17, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Latest Approved Budget	Original Budget	Movement
	2015/16 £000	2016/17 £000	£000
Expenditure	2,459	3,185	726
Income	(386)	(606)	(220)
Support Services	(298)	(339)	(41)
Total Net Expenditure	1,775	2,240	465

Overall the provisional Original budget for 2016/17 totals £2,240M, an increase of £465,000 compared with the latest approved budget for 2015/16. The main reasons for this increase are a £435,000 rise in the City Surveyor's Additional Works Programme, a rise of £360,000 in employees, off-set by a decrease of £62,000 in Supplies & Services and an increase of £205,000 in income in respect of the new Learning Programme.

A breakdown is also provided in Appendix 3 of the movement between the 2015/16 Local Risk Original Budget and the 2015/16 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2016/17 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Gardens which is funded from the City Fund as part of the City Corporation's local authority functions, Bunhill Fields, and the Open Spaces Directorate which co-ordinates the management of the Department and works in co-operation with other Departments on cross service projects and corporative initiatives, both of which are funded through City's Cash.
2. This report sets out the proposed revenue budget for 2016/17. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The key Projects for each Open Space for the next three years were included in the Open Spaces Department Business Plan for 2015-2018 which was approved in April 2015. For City Gardens these include :-

- Review the management of waste generated within the City Gardens and Bunhill Fields, and seek to reduce costs;
- Review the City of London Biodiversity Plan 2010-2015;
- Work with the Department of the Built Environment to deliver a new landscape at Aldgate gyratory;
- Work with the developer to complete the reinstatement of Seething Lane Garden;
- Work with Crossrail Ltd to complete a reinstatement proposal for Finsbury Circus Garden, for implementation in 2017/18.

Proposed Revenue Budget for 2016/17

6. The proposed detailed Revenue Budget for 2016/17 is shown in Table 1 analysed between:

- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
- Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
- Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.

7. The provisional 2016/17 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. An allowance was given towards any potential pay and price increases of 1.5% in 2016/17 and a contribution towards the increased national insurance contribution from 1st April 2016. The Directorate has also received one-off resources in 2016/17 from Epping Forest and Hampstead Heath to support the new Learning Programme start-up. A saving of £45,000 has been made in 2016/17 as part of the original service based review savings. The budget has been prepared within the resources allocated to the Director.

TABLE 1 CITY GARDENS, BUNHILL FIELDS AND DIRECTORATE SUMMARY – ALL FUNDS						
Analysis of Service Expenditure	Local or Central Risk	Actual 2014-15 £'000	Latest Approved Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Paragraph Reference
EXPENDITURE						
Employees	L	1,533	1,669	2,029	360	12
Premises Related Expenses	L	239	253	248	(5)	
Premises Related Expenses	C	8	0	0	0	
R & M (City Surveyor's Local Risk	L	74	100	535	435	10
Transport Related Expenses	L	56	52	50	(2)	
Supplies & Services	L	313	364	302	(62)	11
Third Party Payments	L	20	21	21	0	
Total Expenditure		2,243	2,459	3,185	726	
INCOME						
Other Grants, Reimbursements and Contributions – (Section 106/Rechargeable Works/New Learning Programme – Directorate)	L	(152)	(85)	(290)	(205)	13
Other Grants, Reimbursements and Contributions – (Section 106/278)	C	(8)	0	0	0	
Customer, Client Receipts	L	(284)	(301)	(316)	(15)	
Transfer from Reserves (S106 Parking Meter Reserves)	L	(10)	0	0	0	
Total Income		(454)	(386)	(606)	(220)	
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		1,789	2,073	2,579	506	
SUPPORT SERVICES						
Central Support and Capital Charges		818	524	520	(4)	
Recharges within Fund (Directorate Recharges)		(676)	(598)	(630)	(32)	
Recharges Across Funds (Directorate Recharges)		(130)	(114)	(119)	(5)	
Recharges to Finance Committee (Corporate and Democratic Core)		(94)	(110)	(110)	0	
Total Support Services		(82)	(298)	(339)	(41)	
TOTAL NET EXPENDITURE		1,707	1,775	2,240	465	

8. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
9. Overall there is an increase of £465,000 between the 2015/16 latest approved budget and the 2016/17 original budget. This movement is explained in the following paragraphs.
10. The increase of £435,000 from the 2015/16 Latest Approved Budget to the 2016/17 Original Budget in the City Surveyor is within the additional works programme mainly across Bunhill Fields and City Gardens. As the Additional Works Programme is awarded each year and each programme lasts 3 years the budgets are phased over the life of the project and are profiled based on the operational need of the client, the complexity of the design, appropriate timing of the work and the tender process. This results in a constant movement of the budgets, especially between financial years, however these changes are reported to the Corporate Asset Sub Committee on a bi-monthly basis.

TABLE 2 - CITY SURVEYOR LOCAL RISK		
Repairs and Maintenance	Latest Approved Budget 2015/16 £'000	Original Budget 2016/17 £'000
Additional Works Programme		
Bunhill Fields	4	342
City Gardens	44	131
Directorate	0	10
	48	483
Planned & Reactive Works (Breakdown & Servicing)		
Bunhill Fields	14	14
City Gardens	37	37
Directorate	1	1
	52	52
Total City Surveyor	100	535

11. The decrease of £62,000 in Supplies & Services is mainly due to a reduction in professional/consultants fees at the Directorate as the consultancy work funded as a one-off for the 2015/16 year to generate savings has finished as per the original service based review schedule.

12. Analysis of the movement in manpower and related staff costs are shown in Table 3 below. The increase in full time equivalents relates to new posts for the learning programme commencing 1st Jan 2016. The estimated costs which show an increase of £360,000 between the 2015/16 Latest Approved Budget and the 2016/17 Original Budget also include an allowance of 1.5% towards any increase in pay, and provision for the increased national insurance contributions from 1st April 2016.

Table 3 - Manpower statement	Latest Approved Budget 2015/16		Original Budget 2016/17	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Directorate	8.33	509	15.00	841
City Gardens/Bunhill Fields	32.00	1,160	32.00	1,188
TOTAL OPEN SPACES & CITY GARDENS COMMITTEE	40.33	1,669	47.00	2,029

13. The £205,000 increase in income is mainly due to an application for funding in respect of the new Learning Programme.

Potential Further Budget Developments

14. The provisional nature of the 2016/17 revenue budget recognises that further revisions may be required, including in relation to:

- budget reductions to capture savings arising from the on-going PP2P and Service Based Reviews;
- decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

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

Revenue Budget 2015/16

15. The 2015/16 latest approved budget includes funding for contribution pay and an agreed carry forward of £175,000 for the Directorate. Details of the movement between the 2015/16 Original Budget and the 2015/16 Latest Approved Budget can be found in Appendix 3. The forecast outturn for the current year is in line with the latest approved budget of £1.775M.

Draft Capital and Supplementary Revenue Budgets

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

Capital & Supplementary Revenue projects - latest estimated costs						
Service Managed	Project	Exp. Pre 01/04/15 £'000	2015/16 £'000	2016/17 £'000	Later Years £'000	Total £'000
<u>Pre-implementation</u>						
City Gardens	St Mary at Hill Churchyard S106	8	37			45
City Gardens	St Botolph's Ball Court		30			30
<u>Authority to start work granted</u>						
City Gardens	St Olave's Churchyard	37	18			55
TOTAL OPEN SPACES & CITY GARDENS		45	85	0	0	130

17. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
18. The implementation phase of the project at St Mary at Hill Churchyard is due to be carried out in 2016/17, subject to funding and further approval. The scheme to improve drainage and enhance facilities at St Botolph Ball Court is subject to external funding and authority to start work, but is anticipated to commence in the current financial year.
19. The scheme of improvements at St Olave's Churchyard is now complete.
20. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2016.

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2015/16 OR to 2015/16 LAB
- Appendix 4 – Service Based Review Update

Derek Cobbing

Chamberlains Department

T: 020 7332 3519

E: derek.cobbing@cityoflondon.gov.uk

Appendix 1

Analysis by Service Managed	Actual 2014-15 £'000	Latest Approved Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Paragraph(s) Reference
CITY'S CASH					
DIRECTORATE*	0	0	0	0	
BUNHILL FIELDS	204	180	520	340	a)
TOTAL	204	180	520	340	
CITY FUND					
CITY GARDENS	1,335	1,430	1,552	122	b)
CITY OPEN SPACES (DIRECTOR OF THE BUILT ENVIRONMENT)	168	165	168	3	
TOTAL	1,503	1,595	1,720	125	
TOTAL (ALL FUNDS)	1,707	1,775	2,240	465	

*Service costs of the Directorate are recharged out to other Open Spaces and therefore net to zero.

- a) The increase of £340,000 for Bunhill Fields is mainly due to an increase in the City Surveyor's Additional Works Programme.
- b) The £122,000 increase in City Gardens is mainly due to an increase in the City Surveyor's Additional Works Programme.

This page is intentionally left blank

Appendix 2

Support Services & Capital Charges from/to Open Spaces & City Gardens Committee	Actual 2014-15 £'000	Latest Approved Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Paragraph Reference
<u>Support Services</u>					
Central Recharges-					
City Surveyor's Employee Recharge	62	59	60	1	
Admin Buildings	62	66	74	8	
Insurance	16	16	16	0	
I.S.Recharges - Chamberlain	357	66	65	(1)	
Capital Charges	29	33	29	(4)	
Support Services-					
Chamberlain (inc CLPS recharges)	204	191	187	(4)	
Comptroller and City Solicitor	11	13	12	(1)	
Town Clerk	53	55	51	(4)	
City Surveyor	24	25	26	1	
Total Support Services & Capital Charges	818	524	520	(4)	
<u>Recharges Within Fund</u>					
Directorate Recharges	(662)	(598)	(630)	(32)	
Corporate and Democratic Core	(108)	(110)	(110)	0	
Total Recharges Within Fund	(770)	(708)	(740)	(32)	
Recharges Across Funds					
Directorate Recharges	(130)	(114)	(119)	(5)	
Total recharges Across Funds	(130)	(114)	(119)	(5)	
Total Support Services & Capital Charges	(82)	(298)	(339)	(41)	

This page is intentionally left blank

Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2015-16 £'000	Latest Approved Budget 2015-16 £'000	Movement 2015-16 OR to 2015-16 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	1,582	1,669	87	a)
Premises Related Expenses	L	221	253	32	
R & M (City Surveyor's Local Risk inc cleaning)	L	275	100	(175)	b)
Transport Related Expenses	L	51	52	1	
Supplies & Services	L	272	364	92	c)
Third Party Payments	L	21	21	0	
INCOME					
Other Grants, Reimbursements and	L	(70)	(85)	(15)	
Customer, Client Receipts	L	(290)	(301)	(11)	

- a) The increase of £87,000 in employees is due to posts being transferred into the new Learning Programme from 1st January 2016.
- b) The reduction of £175,000 from the 2015/16 Original Budget to the 2015/16 Latest Approved Budget is within the additional works programme across Bunhill Fields and City Gardens. As the Additional Works Programme is awarded each year and each programme lasts 3 years the budgets are phased over the life of the project and are profiled based on the operational need of the client, the complexity of the design, appropriate timing of the work and the tender process. This results in a constant movement of the budgets, especially between financial years, however these changes are reported to the Corporate Asset Sub Committee on a bi-monthly basis.
- c) The increase of £92,000 in Supplies & Services is mainly due to agreed carry forwards for professional and consultancy fees in the Directorate as part of the Service Based Review.

This page is intentionally left blank

Committee(s):	Date:
Open Spaces & City Gardens Committee	7 th December 2015
Subject: Superintendent's update December 2015	Public
Report of: Superintendent of Parks & Gardens	For Information
<p style="text-align: center;">Summary</p> <p>This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since October 2015.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Note the report	

Main Report

Budget

1. The City Gardens budget is in line with agreed budget profiles.

Personnel

2. A full complement of staff is in place. Two members of the team were recognised in the Celebrating Our People Awards which took place on 6th November 2015 in the categories of Best Newcomer and Excellent Customer Service, respectively.

Operational Activities

3. The City Gardens team have completed planting out the seasonal spring bedding during November; nectar rich species have been selected where possible.
4. Officers are working with the Barbican Estate team to plan and implement the second phase of replacing a further 16 timber planters with concrete planters, the project will take place in the New Year.
5. The City Garden's annual tree inspections and maintenance works have been completed for the year.

6. The City Gardens Team has been working closely with City of London colleagues and outside agencies on the development of the following projects: The Aldgate Public Realm Improvement Project, the Cycle Super Highway, Finsbury Circus reinstatement, and London Wall Place.
7. Since 16th November, temporary free standing signs requesting smokers not to smoke have been installed in three gardens containing children's play equipment: Smithfield Rotunda, Tower Hill and Portsoken Street Gardens. This is a joint initiative between Community and Children's Services and Open Spaces Departments, as previously reported at the Open Spaces & City Gardens Committee held on 2 June 2014. It is intended that the sixth month pilot of 'smoke free' play areas will de-normalise smoking for children. Officers will be monitoring the response and will report back to Members in six months' time.

Community, Volunteering, Outreach and Events

8. Over the course of two weekends in November, Barbican residents have planted 10,000 bulbs, 500 primroses and wild flower seeds in the Barbican Estate gardens for an ongoing naturalised display from February 2016. The events attracted approximately 70 residents including children.
9. In addition, throughout November, the Friends of City Gardens led on and delivered three successful bulb planting days which took place in the newly landscaped St Andrew's Holborn churchyard and Bunhill Fields Burial Ground. The events attracted 40 people including regular volunteers from Friends of City Gardens, parishioners from St Andrew's and corporate volunteers from Kingston Smith respectively. The church and Kingston Smith paid for the bulbs and sundries as part of the events.
10. The Friends of City Gardens held their third Annual General Committee Meeting on Saturday 14th November. A new committee was proposed and elected by the membership. The chairman's annual report highlighted the Friends of City Gardens projects and achievements for the year, i.e. the installation of the Barbican 'Pop Up' Station Garden, the City in Bloom campaign, biodiversity surveys and activities and £16,000 of external funding achieved over the year.
11. The Friends of City Gardens were selected by Bloomberg earlier on in the year to work with the international artist, Melanie Manchot, to create a video installation celebrating their work as a community group in the City. As a result, a short film, 'The Gift' is currently being shown at the Bloomberg Space Gallery in Finsbury Square until 19th December 2015.
12. The artist Abraham Cruzvillegas, known for creating sculptures by improvising with different materials, has created *Empty Lot*, a large geometric sculpture created using scaffolding, a grid of triangular wooden planters, and soil collected from parks across London including Beech Gardens. Nothing has been planted in the soil, but it is lit by lamps and watered throughout the six month display. The unpredictable nature of the work, which may grow and change from one week to the next, provokes questions about the City, and

nature, as well as wider ideas of chance, change, and hope. The sculpture can be seen at Tate Modern until 3 April 2016.

Louisa Allen

City Gardens Manager

T: 020 7374 4140

E: Louisa.allen@cityoflondon.gov.uk

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank