



## Open Spaces and City Gardens

**Date:** MONDAY, 1 FEBRUARY 2016  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

**Enquiries:** Natasha Dogra  
[natasha.dogra@cityoflondon.gov.uk](mailto:natasha.dogra@cityoflondon.gov.uk)

Lunch will be served in the Guildhall Club at 1pm

**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)

4. **REVIEW OF THE FREQUENCY OF COMMITTEE MEETINGS AND TERMS OF REFERENCE.**  
Report of the Town Clerk.

**For Decision**  
(Pages 5 - 10)

### Open Spaces

5. **2015/16 BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 3 (APRIL TO DECEMBER 2015)**  
Report of the Director of Open Spaces.

**For Information**  
(Pages 11 - 24)

6. **CONSOLIDATED REVENUE & CAPITAL BUDGETS - 2015/16 & 2016/17**  
Joint report of the Chamberlain and the Director of Open Spaces.

*N.B. Appendix 4 is non-public.*

**For Information**  
(Pages 25 - 42)

7. **OPEN SPACES HEALTH & SAFETY AUDIT 2015**  
Report of the Director of Open Spaces.

**For Information**  
(Pages 43 - 82)

8. **OPEN SPACES DEPARTMENT - PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION**  
Report of the Superintendent of Hampstead Heath.

*N.B. Appendix 1 is non-public.*

**For Decision**  
(Pages 83 - 90)

9. **IMPLEMENTATION OF GRANTS REVIEW**

Report of the Deputy Town Clerk.

**For Decision**  
(Pages 91 - 94)

**City Gardens**

10. **SUPERINTENDENT'S UPDATE FEBRUARY 2016**

Report of the Superintendent of Parks and Gardens.

**For Information**  
(Pages 95 - 96)

11. **GATEWAY 4 DETAILED OPTIONS APPRAISAL: LONDON WALL PLACE SECTION S106/278 HIGHWAY AND PUBLIC REALM IMPROVEMENTS**

Report of the Director of the Built Environment.

**For Decision**  
(Pages 97 - 142)

12. **CITY OF LONDON DRAFT BIODIVERSITY ACTION PLAN (2016-2020)**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 143 - 190)

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

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

**Part 2 - Non-Public Agenda**

15. **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**

16. **NON-PUBLIC MINUTES**

To agree the minutes of the previous meeting.

**For Decision**  
(Pages 191 - 192)

17. **APPENDIX 4 - CONSOLIDATED REVENUE & CAPITAL BUDGETS - 2015/16 & 2016/17**

To be read in conjunction with Agenda Item 6.

**For Information**  
(Pages 193 - 196)

18. **APPENDIX 1 - OPEN SPACES DEPARTMENT - PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION**

To be read in conjunction with Agenda Item 10.

**For Decision**  
(Pages 197 - 200)

19. **SERVICE BASED REVIEW: DEPARTMENTAL MONITORING - OPEN SPACES DEPARTMENT**

Report of the Director of Open Spaces.

**For Information**  
(Pages 201 - 208)

20. **THE WARREN HOUSE - DECLARATION OF PROPERTY AS SURPLUS TO OPERATIONAL REQUIREMENTS**

Report of the Director of Open Spaces.

**For Information**  
(Pages 209 - 216)

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

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



## OPEN SPACES AND CITY GARDENS Monday, 7 December 2015

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 7 December 2015 at 11.30 am

### Present

#### Members:

Alderman Ian Luder (Chairman)  
Graeme Smith (Deputy Chairman)  
Alderman Robert Howard  
Barbara Newman  
Virginia Rounding (Ex-Officio Member)  
Jeremy Simons  
Michael Welbank  
Verderer Peter Adams (Observer)  
Catherine Bickmore (Observer)

#### Officers:

Natasha Dogra	- Town Clerk's Department
Caroline Al-Beyerty	- Financial Services Director
Sue Ireland	- Director of Open Spaces
Louisa Allen	- City Gardens Manager
Martin Rodman	- Superintendent, Parks & Gardens
	- West Ham Park Manager
	- Business Manager, Open Spaces
Lucy Murphy	
Gerry Kiefer	
Alison Elam	- Group Accountant, Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's Department
Nigel Lefton	- Remembrancer's Department
Roger Adams	- City Surveyor's Department

#### 1. APOLOGIES

Apologies had been received from Alderman Gordon Haines, Wendy Mead, John Beyer and Deputy Alex Deane.

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

No declarations were made.

#### 3. MINUTES

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

#### Matters Arising:

### **Open Spaces Bill**

The Remembrancer informed Members that the Open Spaces Bill had been deposited in Parliament on 27<sup>th</sup> November 2015. The first reading was due to take place in January 2016, with a second reading soon after. Members thanked all the Officers who had been involved for their work and commended useful and in depth consultation which had taken place.

### **St Mary-At-Hill Churchyard Gateway 4**

Officers informed Members that the St Mary-At-Hill Churchyard Gateway 4 project had been approved by the Project Sub Committee at their meeting on 4<sup>th</sup> November 2015, subject to all funding being provided as stated in the report.

#### **4. TO REVIEW THE TERMS OF REFERENCE OF THE COMMITTEE**

The Committee considered the report of the Town Clerk regarding the terms of reference and frequency of meetings. The Committee agreed that they had considered some light agendas over the past year and it would be helpful to investigate the possibility of altering the frequency of meetings from six to five meetings per annum. The Town Clerk agreed to submit a report with proposed dates for five meetings in the 2017/18 municipal year to the February 2016 Committee meeting.

Resolved – that the terms of reference be agreed by the Committee.

#### **5. OPERATIONAL PROPERTY**

The Committee considered a report of the Chamberlain and City Surveyor in relation to the Operational Property review and noted that this was a cross-cutting Service Based Review which was taking a more strategic view of the operational assets the City of London Corporation had. The review aimed to identify opportunities to rationalise the Corporation's operational property portfolio and reduce the high and rising cost of property.

Members were informed that this report would now be considered by the Corporate Asset Sub Committee and then the Resource Allocation Committee in December 2015. Services Committees would then receive reports for decision from January 2016 onwards.

**RESOLVED** – That the report be noted.

#### **6. 2015/16 BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 2**

The Committee received the report of the Director of Open Spaces summarising the performance against the 2015/16 – 2017/18 business plan. With regards to the Learning Programme, Members were informed that this had now achieved a 'green' rating as the City Bridge Trust funding application had been approved. Alternative sources of funding were also identified and submissions made but had yet to be realised. In response to a query, Officers agreed to include information regarding unsuccessful funding bids in the annual report for the Committee's information.

Officers informed Members that the ten green flag awards and six heritage awards had been retained by the City.

**RESOLVED** – That the report be noted.

7. **OAK PROCESSIONARY MOTH IMPACT ON CITY OF LONDON OPEN SPACES IN 2015 AND FUTURE PLANS**

The Committee received the report of the Director of Open Spaces that provided an update on the OPM population and its management at the North London Open Spaces, following the discovery of caterpillars and nests at Queen's Park and Hampstead Heath in June 2015. Members were advised that the total spend on inspections, admin time and nest removals in 2015 had been £9,480 and this figure was expected to rise year on year as more nests were found and more treatment required.

In response to a query from Members, Officers said public notices were displayed to raise awareness regarding OPM which should help identify the pest. Members agreed that it was very difficult to identify the pest until it was too late but hoped that raising public awareness would help the situation in the future.

**RESOLVED** – That the report be noted.

8. **REVENUE & CAPITAL BUDGETS - 2015/16 & 2016/17**

The Committee received the report of the Director of Open Spaces regarding the revenue and capital budgets for 2015/16 and 2016/17.

**Resolved** – that the following be approved:

- The budget for submission to the Finance Committee; and
- Authorised 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.

9. **UPDATE FROM THE SUPERINTENDENT OF PARKS AND GARDENS**

The Committee received an update on management and operational activities across the City Gardens section since October 2015. Members noted that the Superintendent and City Surveyor were consulting with Transport for London regarding the layout of the proposed Cycle Superhighway to ensure deliveries to the City Gardens depot could still be made in a suitable manner.

In response to a query, it was noted that "Voluntary No Smoking" signs around some open spaces had encouraged the public to not smoke in these areas. Officers said that there had only been one complaint received to date.

**RESOLVED** – That the report be noted.

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

There were no questions.

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

There was no urgent business.

12. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

13. **NON-PUBLIC MINUTES**

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

14. **REVENUE AND CAPITAL BUDGETS NON PUBLIC APPENDIX**

The appendix was considered in consultation with the Revenue and Capital Budgets report.

**RESOLVED** – That the report be noted.

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

There was one question.

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

There was no urgent business.

**The meeting ended at 12.15 pm**

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Chairman

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

<b>Committee:</b> Open Spaces and City Gardens Committee	<b>Date:</b> 1 February 2015
<b>Subject:</b> Review of the Frequency of Committee Meetings and Terms of Reference.	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## Summary

1. At their meeting on 7<sup>th</sup> December 2015, the Open Spaces and City Gardens agreed to review the frequency of committee meetings for the 2017/18 municipal year, reducing the number from six to five evenly spaced meetings. The Town Clerk has investigated this possibility and proposed Committee meeting dates for the 2017/18 municipal year are attached to this report.
2. 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.
3. The terms of reference of the Committee are attached as an appendix to this report for your consideration. There is one proposed amendment to the Committee's Terms of Reference. This arises from the review of the Corporation's grant-giving activities, which the Committee considered in June 2015. The Committee agreed to set up a joint Open Spaces Grants Review Working Party to determine how to best allocate open spaces grants.
4. The Working Party agreed that the most suitable approach would be for the Open Spaces and City Gardens Committee to take responsibility for awarding open spaces grants, with the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee providing comments and recommendations on any grant requests relating to their areas.
5. Assuming that each of the Committees approves this procedure, the Committee is asked to approve an additional entry to its Terms of Reference, set out at Appendix A as item c). Similar additions to facilitate the approach to open spaces grants will be recommended to the other Committees during their consideration of their Terms of Reference in January and February 2016.

## Recommendations

The Committee is recommended to:

1. Approve the terms of reference as attached (appendix A)
2. Approve the frequency of their meetings effective from 2017/18 (appendix B)

**Contact:**

Natasha Dogra

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

YARROW, Mayor	<b>RESOLVED:</b> 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, Alderman
- 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);
- (c) to take joint responsibility for allocating grants in relation to Open Spaces, in line with annual funding and priorities agreed by the Resource Allocation Sub (Policy and Resources) Committee, taking account of any views or recommendations expressed by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant.

**City Open Spaces**

- (d) 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;
- (e) 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;
- (f) 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
- (g) 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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**Proposed Committee Dates 2017/18**

**Open Spaces & City Gardens Committee**

20 January 2017 – 11:30am  
12 May 2017 – 11:30am  
17 July 2017 – 11:30am  
18 September 2017 – 11:30am  
20 November 2017 – 11:30am  
20 February 2018 – 11:30am

**West Ham Park Committee**

20 January 2017 – 12:15pm  
12 May 2017 – 12:15pm  
17 July 2017 – 12:15pm  
18 September 2017 – 12:15pm  
20 November 2017 – 12:15pm  
20 February 2018 – 12:15pm

*Lunch will be served in the Guildhall Club at 1pm*

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<b>Committee:</b>	<b>Date:</b>
Open Spaces & City Gardens	1 February 2016
<b>Subject:</b> 2015/16 Business Plan Quarterly Performance Update - Quarter 3 (April to December 2015)	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<p><b>Summary</b></p> <p>This report summarises Open Spaces departmental performance against the 2015/16 -17/18 business plan, at the end of the third quarter of this financial year. The report also includes the departmental roadmap and the relevant roadmap for each division.</p> <p>At the end of third quarter one Programme is reporting as amber:</p> <ul style="list-style-type: none"> <li>• Lodges Review Programme</li> </ul> <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). Good progress has been made in nearly all PI's including retention of eleven Green Flags and seven Green Heritage Awards.</p> <p><b>Recommendation:</b></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. Overall it can be seen that each Programme is making progress.
- 2.2. 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.

Lodges	Amber (steady state)	Various work streams are progressing on this Programme. Undertaken in phases, the Programme will initially only affect lodges where the City of London has existing powers. This is the case for example at West Ham Park.
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## 3. Performance Indicators

- 3.1. The table below shows how the Department is performing against the Performance Indicators it set in its business plan. Performance is good in most indicators.

Performance Indicator	Basket of Indicators for 2015/16	Progress to end Quarter 3 (i.e. April to December performance)
<b>Preserving the ecology and biodiversity of our sites</b>	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 11 sites.
	Green heritage awards	Green Heritage awards retained at 7 sites. New application at Riddlesdown was unsuccessful.
	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 11 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.
<b>Customer satisfaction</b>	Completion of one hundred, 60 second surveys for each site	322 surveys completed to date. Further surveys being undertaken and it is now available to complete via the Green Spaces website: <a href="http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/default.aspx">http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/default.aspx</a>
<b>Energy efficiency and sustainability</b>	<ul style="list-style-type: none"> <li>a. Reduce utility consumption by 2.5% per annum</li> <li>b. Reduce fuel consumption by 5% per annum</li> <li>c. Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)</li> </ul>	<ul style="list-style-type: none"> <li>• Data to be provided at year end.</li> </ul>

#### Finance performance indicator

3.2. The business plan recognised that further work needed to be undertaken to develop useful financial PI's. Audit suggested that these could include successful delivery of roadmap projects. New financial indicators will be included in the 2016 – 2019 business plan.

#### Developing our staff performance indicator

3.3. The target is 1.5% of direct employee costs to be spent on training. The table below shows that there has been a slight increase in the percentage spend for most sites compared to the results for the previous quarter. This is due to the majority of training taking place during the autumn and winter months. West Ham Park remains high due to their apprenticeship training.

<u>Division</u>	<u>Spend to Sept 2015 on training as % of direct employee costs</u>	<u>Spend to Dec 2015 on training as % of direct employee costs</u>
City Gardens	0.78%	0.83%
Cemetery & Crematorium	0.25%	0.26%
Directorate	0.8%	1.84%
Epping Forest	0.44%	0.64%
Burnham Beeches, Stoke & City Commons	0.43%	0.71%
Hampstead Heath, Highgate Wood & Queen's Park	0.09%	0.21%

West Ham Park	2.41%	3.42%
<b>Departmental Total</b>	<b>0.41%</b>	<b>0.61%</b>

- 3.4. It is unlikely that the target of 1.5% will be achieved because the current measure does not take into consideration the training that staff receive that has no financial cost. This will include various forms of training including: in-house and on-line training, City Learning Live events, Continuing Professional Development (CPD), mentoring and shadowing.
- 3.5. A more effective and appropriate basket of performance indicators relating to staffing and personal development is being considered for inclusion in the 2016-19 business plan.

#### Cemetery & Crematorium performance indicators

- 3.6. The Cemetery and Crematorium has an additional set of PIs. Performance during the first three quarters of the year has been strong.

<b>Target 2015/16</b>	<b>Progress to end Quarter 2</b>	<b>Progress to end Quarter 3</b>
Maintain 23% market share of cremations	22.4%	21.2%
Maintain 8% market share of burials	8.2 %	7.9%
Income compared to income target	54% (£3,491,897 ) of income target achieved during the first three quarters of 2015/16	79% (£3,491,897) of income target achieved during the first three quarters of 2015/16.
60% of cremations are using the new fully abated cremator	61.3%	61.5%

#### **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”.
- 4.2. The Open Spaces Department has experienced significant challenge from our local communities and the media when implementing major changes particularly in terms of increasing / introducing charges or altering services (e.g. car parking and one o’clock club). There is little ‘external’ understanding why the City of London needs to make savings and the City of London needs to develop a more effective messaging and narrative about why the savings are required. Failure to do so will result in ongoing public and media challenges which are unhelpful both in introducing change and the progress of the City Of London Corporation (Open Spaces) Bill through Parliament.

## **5. Conclusion**

5.1. The current roadmap programmes and projects are underway and the majority are progressing well. We are delivering well against our PI's although the measure used for 'developing out staff' doesn't include the significant amount of 'free' training undertaken by staff across the Department.

5.2. As a consequence of the Programmes and Project approach, the department is starting to see a cultural transformation with officers beginning to work more collaboratively and supportively and openly sharing their knowledge, experience and skills across divisions and departments.

## **Appendices**

1. Open Spaces Departmental Roadmap
2. Divisional Roadmap(s)

## **Background Papers:**

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

## **Gerry Kiefer**

Business Manager

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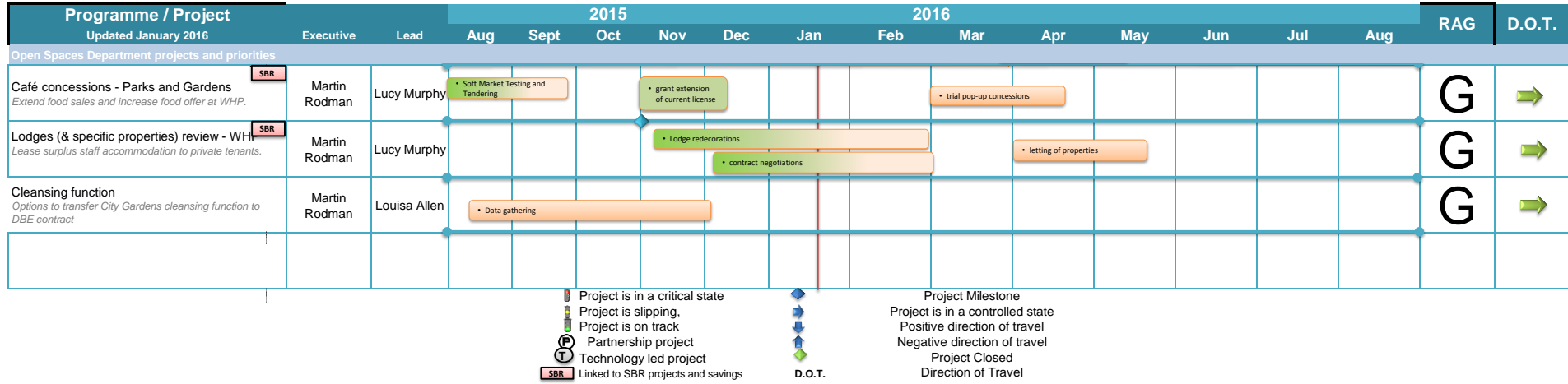
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# Departmental, City Gardens West Ham Park Roadmaps

Programme / Project Updated January 2016			2015				2016				RAG	D.O.T.							
Executive	Lead		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug				
<b>Open Spaces Department projects and priorities</b>																			
<b>Learning Programme</b> <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	<ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> <li>Options development &amp; business case for One O'Clock Club</li> <li>Options evaluation, Zoo &amp; Farm</li> <li>Business case for preferred option at Zoo/Farm</li> <li>SLA with Heath Hands</li> <li>Recruit to Learning Programme posts.</li> </ul>				<ul style="list-style-type: none"> <li>Programme launch communications plan</li> <li>Project initiation document</li> <li>Programme Launch</li> </ul>				G	➔						
<b>Sports Programme</b> <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	SBR	Bob Warnock	Declan Gallagher	<ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</li> <li>Scoping &amp; recruitment of consultants for user &amp; non-user consultation</li> <li>Review business analysts report and implement actions arising from it.</li> <li>Subproject boards set up</li> <li>User &amp; non-user consultation</li> </ul>				<ul style="list-style-type: none"> <li>Scoping and recruitment of consultants for the development of Options Appraisal</li> </ul>				G	➔						
<b>Ponds Project</b> <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)	Construction (18 month programme)														G	➔
<b>Various Powers Bill</b> <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	Committee scrutiny and Court of Common Council				Bill deposition with Parliament				Parliamentary process				G	➔		
<b>Promoting our services</b> <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Gerry Kiefer	<ul style="list-style-type: none"> <li>Filing - Options development</li> <li>Costing - toolkit complete</li> <li>Events - Discussion paper</li> <li>Events - Policy template</li> <li>Filing - business case and option selection</li> </ul>				Events - policy implementation				G	➔						
<b>Energy Efficiency</b> <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	Jonathan Meares	Action plans developed and agreed with City Surveyor				20 year future works plan and funding arrangements agreed				G	➔						
<b>Fleet and equipment review</b> <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	Geoff Sinclair	<ul style="list-style-type: none"> <li>Audit of Fleet and Equipment across Open Spaces</li> <li>Review of operational demand</li> <li>Outline environmental audit of the FME (Report)</li> <li>Operational use review of the FME (Report)</li> <li>Short-term FME disposal plan and its implementation (Report and action)</li> </ul>				<ul style="list-style-type: none"> <li>Costed FME management strategy options plan for SMT discussion (Report).</li> <li>Detailed FME Management strategy Delivery Plan (Report)</li> <li>Review of the FME Management strategy review program (Report)</li> </ul>				G	➔						
<b>Wayleaves</b> <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	<ul style="list-style-type: none"> <li>Service agreements - OO produced</li> <li>Committee Approval</li> <li>1st October fee increases</li> <li>Data Cleanse</li> <li>Commercial Wayleave Review - sites researched</li> </ul>								G	➔						
<b>Lodges (&amp; specific properties) review</b> <i>Short and long term rental of lodges and properties in our Open Spaces.</i>	SBR	Paul Thomson	Jo Hurst	<ul style="list-style-type: none"> <li>Organisational Impact Assessment produced</li> <li>TOR completed for circulation</li> <li>Options Appraisal and cleaned database</li> </ul>				<ul style="list-style-type: none"> <li>First phase rental list agreed</li> <li>Valuation, rental and maintenance agreements</li> <li>First phase rental</li> </ul>				A	➔						
<b>Cafes</b> <i>The development of food sales, concessions and cafes across our Open Spaces to improve services and increase income.</i>	SBR	Bob Warnock	Richard Gentry	<ul style="list-style-type: none"> <li>Create detailed output specification</li> <li>Define CSR Guidelines</li> <li>Coordinate Lease Terms; Finance and Insurance requirements</li> <li>Parliament Hill Lido Cafe</li> <li>Deliver tender for Queen's Park</li> <li>Deliver tender for Highgate Wood</li> <li>Parliament Hill Café tender</li> <li>Golders Park Café tender</li> </ul>				West Ham Park Food Concession				G	➔						
<b>City Gardens &amp; West Ham Park projects</b>																			
<b>Learning Programme - WHP &amp; Bunhill Fields</b> <i>Volunteering, education and outreach delivered in partnership. Operational structure changes.</i>	SBR	Martin Rodman	Lucy Murphy & Louisa Allen	<ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> </ul>				<ul style="list-style-type: none"> <li>Recruit to Learning Programme posts.</li> <li>Programme launch communications plan</li> <li>Programme Launch</li> </ul>				G	➔						
<b>Sports Programme - WHP</b> <i>Options for paddling pool in playground, deliver sports provision in partnership with others.</i>	SBR	Martin Rodman	Lucy Murphy	<ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</li> <li>Scoping &amp; recruitment of consultants for user &amp; non-user consultation</li> <li>Review business analysts report and implement actions arising from it.</li> <li>User &amp; non-user consultation</li> </ul>				<ul style="list-style-type: none"> <li>Scoping and recruitment of consultants for the development of Options Appraisal</li> </ul>				G	➔						
<b>West Ham Park Nursery inc. Bedding</b> <i>Future options for nursery, options for reducing and sourcing bedding plants</i>	SBR	Martin Rodman	Lucy Murphy	Information gathering				<ul style="list-style-type: none"> <li>set up project board</li> <li>G1/2 report prepared</li> <li>Options analysis</li> </ul>				G	➔						

# Departmental, City Gardens West Ham Park Roadmaps



# The Commons Roadmap

Programme / Project				2015					2016					RAG	D.O.T.				
Updated January 2016		Executive	Lead	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug			
Open Spaces Department projects and priorities																			
Burnham Beeches and City Commons																			
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces.....Solar power, sustainability improvement opportunities</i>		Allan Cameron	<ul style="list-style-type: none"> <li>Action plans developed and agreed with City Surveyor</li> <li>Renewable energy sites agreed</li> </ul>					<ul style="list-style-type: none"> <li>Project specification</li> </ul>		<ul style="list-style-type: none"> <li>20 year future works plan and funding arrangements agreed</li> </ul>								G	➔
Fleet and equipment review <i>Opportunities to share equipment and vehicles with other Open Spaces divisions and local agencies/authorities. Opportunities for contracting out to reduce equipment and fleet.</i>		Martin Hartup	<ul style="list-style-type: none"> <li>Audit of Fleet and Equipment across Open Spaces</li> <li>Review of operational demand</li> </ul>			<ul style="list-style-type: none"> <li>Outline environmental audit of the FME (Report)</li> <li>Operational use review of the FME (Report)</li> <li>Short-term FME disposal plan and its implementation (Report and action)</li> </ul>				<ul style="list-style-type: none"> <li>FME Management strategy implemented as per Delivery Plan (Action)</li> </ul>									
Sports Programme <i>Increase rental of sports fields</i>		Barry Gutteridge	<ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>Scoping &amp; recruitment of Customer &amp; Stakeholder Survey</li> </ul>																
Promoting our services <i>Explore opportunities to promote our open spaces at Burnham Beeches and City Commons. Promotion of open spaces as filming venue. Increasing donations.</i>	SBR	Hadyn Robson	<ul style="list-style-type: none"> <li>Costing - toolkit complete</li> <li>Filming - Options development</li> <li>Events - Discussion paper</li> </ul>																
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Hadyn Robson	<ul style="list-style-type: none"> <li>Service agreements - OO produced</li> <li>Committee Approval</li> </ul>																
Kenley Revival Project		Andy Thwaites	<ul style="list-style-type: none"> <li>Project Setup &amp; Delivery</li> </ul>																
Car Parks <i>Review of car park charges</i>	SBR	Martin Hartup	<ul style="list-style-type: none"> <li>Base line information of all car parks and charging regimes collated</li> <li>Option development</li> </ul>																
Learning Programme		Chris Morris	<ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> </ul>																

D. O. T. = Direction Of Travel

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# Epping Forest Roadmap

Programme / Project Updated January 2016			2015					2016					RAG	D.O.T.					
Executive	Lead		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug				
Open Spaces Department projects and priorities																			
<b>SBR</b>	Martin Rodman	Grace Rawnsley	<ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> <li>Options development &amp; business case for One O'Clock Club</li> </ul>					<ul style="list-style-type: none"> <li>Options evaluation, Zoo &amp; Farm</li> <li>SLA with Heath Hands</li> <li>Business case for preferred option at Zoo/Farm</li> <li>Recruit to Learning Programme posts.</li> </ul>					<ul style="list-style-type: none"> <li>Programme launch communications plan</li> <li>Project initiation document</li> <li>Programme Launch</li> </ul>					G	➔
<b>SBR</b>	Bob Warnock	Declan Gallagher	<ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</li> </ul>					<ul style="list-style-type: none"> <li>Scoping &amp; recruitment of consultants for user &amp; non-user consultation</li> <li>User &amp; non-user consultation</li> </ul>					<ul style="list-style-type: none"> <li>Scoping and recruitment of consultants for the development of Options Appraisal</li> <li>Options appraisal exercises</li> </ul>					G	➔
	Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	<ul style="list-style-type: none"> <li>Construction (18 month programme)</li> </ul>															G	➔
	Paul Thomson	Jo Hurst	<ul style="list-style-type: none"> <li>Committee scrutiny and Court of Common Council</li> </ul>					<ul style="list-style-type: none"> <li>Bill deposition within Parliament</li> <li>Parliamentary process</li> </ul>										G	➔
<b>SBR</b>	Gary Burks	Gerry Kiefer	<ul style="list-style-type: none"> <li>Costing toolkit complete</li> <li>Filing - Options development</li> <li>Events - Discussion paper</li> </ul>					<ul style="list-style-type: none"> <li>Filing - business case and option selection</li> <li>Events - policy template</li> </ul>					<ul style="list-style-type: none"> <li>Events - policy implementation</li> <li>Events - costing workshop</li> </ul>					G	➔
	Andy Barnard	Jonathan Meares	<ul style="list-style-type: none"> <li>Action plans developed and agreed with City Surveyor</li> <li>Renewable energy sites agreed</li> </ul>					<ul style="list-style-type: none"> <li>20 year future works plan and funding arrangements agreed</li> <li>Project specification</li> </ul>					<ul style="list-style-type: none"> <li>Project delivery</li> </ul>					G	➔
	Andy Barnard	Geoff Sinclair	<ul style="list-style-type: none"> <li>Audit of Fleet and Equipment across Open Spaces</li> <li>Review of operational demand</li> </ul>					<ul style="list-style-type: none"> <li>Outline environmental audit of the FME (Report)</li> <li>Operational use review of the FME (Report)</li> <li>Short-term FME disposal plan and its implementation (Report and action)</li> </ul>					<ul style="list-style-type: none"> <li>Costed FME management strategy options plan for SMT discussion (Report).</li> <li>Detailed FME Management strategy Delivery Plan (Report)</li> <li>Review of the FME Management strategy review program (Report)</li> </ul>					G	➔
<b>SBR</b>	Paul Thomson	Sue Rigley	<ul style="list-style-type: none"> <li>Service agreements - OO produced</li> <li>Committee Approval</li> </ul>					<ul style="list-style-type: none"> <li>1st October fee increases</li> <li>Data Cleanse</li> <li>Commercial Wayleave Review - sites researched</li> </ul>										G	➔
<b>SBR</b>	Paul Thomson	Jo Hurst	<ul style="list-style-type: none"> <li>Organisational Impact Assessment produced</li> <li>TOR completed for circulation</li> <li>Options Appraisal and cleaned database</li> </ul>					<ul style="list-style-type: none"> <li>First phase rental list agreed</li> <li>Valuation, rental and maintenance agreements</li> </ul>					<ul style="list-style-type: none"> <li>First phase rental</li> </ul>					A	➔
<b>SBR</b>	Gerry Kiefer	Martin Hartup	<ul style="list-style-type: none"> <li>Base line information of all car parks and charging regimes collated</li> <li>Confirmation of detailed proposals for BB &amp; EF</li> </ul>					<ul style="list-style-type: none"> <li>Report re BB to EF&amp;Commons Committee</li> </ul>										G	➔
<b>SBR</b>	Bob Warnock	Richard Gentry	<ul style="list-style-type: none"> <li>Create detailed output specification</li> <li>Define CSR Guidelines</li> <li>Coordinate Lease Terms; Finance and Insurance requirements</li> </ul>					<ul style="list-style-type: none"> <li>Parliament Hill Lido Cafe</li> <li>Deliver tender for Queen's Park</li> <li>Deliver tender for Highgate Wood</li> <li>Parliament Hill Café tender</li> <li>Golders Hill Park Café tender</li> </ul>					<ul style="list-style-type: none"> <li>West Ham Park Food Concession</li> </ul>					G	➔
Epping Projects																			

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# Epping Forest Roadmap

Programme / Project			2015								2016								RAG	D.O.T.
Updated January 2016			Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug					
Executive	Lead																			
Open Spaces Department projects and priorities																				
<b>Promoting our services - Epping</b> <i>Review of current charges, produce sales (chip, venison, cattle) - professionalising our retail services (improving the promotion of our services and increasing sales), review of events, wedding licence, sponsorship of publications</i>	SBR	Paul Thomson	Jacqueline Egglestone	• Short term - charging review			• Events - Policy template	• Filming - business case and option selection								G	→			
<b>Learning Programme - Epping</b> <i>Funding bid for City Bridge Trust and delivery of learning programme. Implementation of projects and new operating model.</i>	SBR	Martin Rodman	Sophie Lillington	• Bid considered by CBT committee	• Customer Survey			• CBT Awarded	• Recruitment	• Programme launch communications plan	• Programme Launch					G	→			
<b>Various Powers Bill</b> <i>Seeking changes to legislation governing Open Spaces on which other projects are dependent</i>		Paul Thomson	Jo Hurst	• Committee scrutiny and Court of Common Council		• Bill deposition with Parliament	• Parliamentary process									G	→			
<b>Lodges (&amp; specific properties) review - Epping</b> <i>Short term leasing of Forest lodges with longer term options dependant on Various Powers Bill.</i>	SBR	Paul Thomson	Jo Hurst	• Organisational Impact Assessment produced			• First phase rental list agreed			• Valuation, rental and maintenance agreements	• First phase rental					A	→			
<b>Sports Programme - Epping</b> <i>Sponsorship of football, Golfcourse recovery - Review and improvement of Golf Course facilities and services to make improvements and increase use. Renovation of changing facilities at Wanstead Flats</i>	SBR	Bob Warnock	Jacqueline Egglestone	• Options Appraisal and cleaned database		• Consultants report	• Golf strategy review				• Wanstead Flats Master Plan					G	→			
<b>Wayleaves - Epping</b> <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces (just handgates and utilities)</i>	SBR	Paul Thomson	Sue Rigley	• Service agreements - OO produced	• Committee Approval	• 1st October fee increases	• Data Cleanse	• Commercial Wayleave Review - sites researched								G	→			
<b>Car Parks - Epping</b> <i>Review of car park charges</i>	SBR	Paul Thomson	Head Forest Keeper	• Confirmation of detailed proposals for BB & EF												G	→			
<b>Epping Forest Management Plan</b>		Paul Thomson	Laura Lawson	• Public Consultation	• Analyse and compile consultation response document				• Write plan							G	→			
<b>Baldwin's and Birch Hall Park Ponds</b>		Paul Thomson	Geoff Sinclair	• Engineering Study												G	→			
<b>Capel Road Sports Pavillion</b>		Paul Thomson	Jacqueline Egglestone	• Projects Sub Committee						• Wanstead Flats Master Plan						G	→			
<b>Wanstead Park</b>		Paul Thomson	Geoff Sinclair		• Projects Sub Committee		• Steering Group meetings						• EF&CC			G	→			

D.O.T = Direction of travel

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# Hampstead Heath, Highgate Wood, and Queen's Park Roadmap

Programme / Project Updated January 2016			2015				2016				RAG	D.O.T.					
Executive	Lead	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug			
<b>Open Spaces Department projects and priorities</b>																	
<b>Learning Programme</b> <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	<ul style="list-style-type: none"> <li>Bid considered by CBT committee</li> <li>Customer Survey</li> <li>Options development &amp; business case for One O'Clock Club</li> </ul>	<ul style="list-style-type: none"> <li>Options evaluation, Zoo &amp; Farm</li> <li>SLA with Heath Hands</li> <li>Business case for preferred option at Zoo/Farm</li> </ul>	<ul style="list-style-type: none"> <li>Recruit to Learning Programme posts.</li> </ul>	<ul style="list-style-type: none"> <li>Programme launch communications plan</li> <li>Project initiation document</li> </ul>	<ul style="list-style-type: none"> <li>Programme Launch</li> </ul>								G	➔
<b>Sports Programme</b> <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	<ul style="list-style-type: none"> <li>Recruitment and induction of Business Analyst</li> <li>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Scoping &amp; recruitment of consultants for user &amp; non-user consultation</li> </ul>	<ul style="list-style-type: none"> <li>User &amp; non-user consultation</li> </ul>	<ul style="list-style-type: none"> <li>Subproject boards set up</li> </ul>	<ul style="list-style-type: none"> <li>Scoping and recruitment of consultants for the development of Options Appraisal</li> </ul>								G	➔
<b>Ponds Project</b> <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)	<ul style="list-style-type: none"> <li>Construction (18 month programme)</li> </ul>												G	➔
<b>Various Powers Bill</b> <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	<ul style="list-style-type: none"> <li>Committee scrutiny and Court of Common Council</li> </ul>	<ul style="list-style-type: none"> <li>Bill deposition with Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Parliamentary process</li> </ul>										G	➔
<b>Promoting our services</b> <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Gerry Kiefer	<ul style="list-style-type: none"> <li>Filming - Options development</li> <li>Costing - toolkit complete</li> <li>Events - Discussion paper</li> </ul>	<ul style="list-style-type: none"> <li>Events - Policy template</li> <li>Filming - business case and option selection</li> </ul>	<ul style="list-style-type: none"> <li>Events - costing workshop</li> </ul>	<ul style="list-style-type: none"> <li>Events - policy implementation</li> </ul>									G	➔
<b>Energy Efficiency</b> <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	Jonathan Meares	<ul style="list-style-type: none"> <li>Action plans developed and agreed with City Surveyor</li> <li>Renewable energy sites agreed</li> </ul>	<ul style="list-style-type: none"> <li>20 year future works plan and funding arrangements agreed</li> <li>Project specification</li> </ul>	<ul style="list-style-type: none"> <li>Project delivery</li> </ul>										G	➔
<b>Fleet and equipment review</b> <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	Geoff Sinclair	<ul style="list-style-type: none"> <li>Audit of Fleet and Equipment across Open Spaces</li> <li>Review of operational demand</li> </ul>	<ul style="list-style-type: none"> <li>Outline environmental audit of the FME (Report)</li> <li>Operational use review of the FME (Report)</li> <li>Short-term FME disposal plan and its implementation (Report and action)</li> </ul>	<ul style="list-style-type: none"> <li>FME Management strategy implemented as per Delivery Plan (Action)</li> </ul>	<ul style="list-style-type: none"> <li>Costed FME management strategy options plan for SMT discussion (Report).</li> <li>Detailed FME Management strategy Delivery Plan (Report)</li> </ul>	<ul style="list-style-type: none"> <li>Review of the FME Management strategy review program (Report)</li> </ul>								G	➔
<b>Wayleaves</b> <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	<ul style="list-style-type: none"> <li>Service agreements - OO produced</li> <li>Committee Approval</li> </ul>	<ul style="list-style-type: none"> <li>1st October fee increases</li> <li>Data Cleanse</li> <li>Commercial Wayleave Review - sites researched</li> </ul>											G	➔
<b>Lodges (&amp; specific properties) review</b> <i>Short and long term rental of lodges and properties in our Open Spaces.</i>		Paul Thomson	Jo Hurst	<ul style="list-style-type: none"> <li>Organisational Impact Assessment produced</li> <li>TOR completed for circulation</li> <li>Options Appraisal and cleaned database</li> </ul>	<ul style="list-style-type: none"> <li>Valuation, rental and maintenance agreements</li> </ul>	<ul style="list-style-type: none"> <li>First phase rental</li> </ul>										A	➔
<b>Car Parks</b> <i>Individual Division based projects relating to car parking to put in place the charging strategy and infrastructure to support this.</i>	SBR	Gerry Kiefer	Martin Hartup	<ul style="list-style-type: none"> <li>Base line information of all car parks and charging regimes collated</li> <li>Confirmation of detailed proposals for BB &amp; EF</li> </ul>	<ul style="list-style-type: none"> <li>Report re BB to EF&amp;Commons Committee</li> </ul>											G	➔
<b>Cafes</b> <i>The development of food sales, concessions and cafes across our Open Spaces to improve services and increase income.</i>	SBR	Bob Warnock	Richard Gentry	<ul style="list-style-type: none"> <li>Create detailed output specification</li> <li>Define CSR Guidelines</li> <li>Coordinate Lease Terms; Finance and Insurance requirements</li> </ul>	<ul style="list-style-type: none"> <li>Parliament Hill Lido Cafe</li> <li>Deliver tender for Queen's Park</li> <li>Deliver tender for Highgate Wood</li> <li>Parliament Hill Café tender</li> <li>Golders Hill Park Café tender</li> </ul>	<ul style="list-style-type: none"> <li>West Ham Park Food Concession</li> </ul>										G	➔
<b>North London Projects</b>																	
<b>Promoting our services - NLOS</b> <i>Review of North London Events - Walks, workshops, school sports days, donations, filming, car parking</i>	SBR	Esther Sumner	Paul Maskell	<ul style="list-style-type: none"> <li>Benchmarking exercise carried out and results provided.</li> </ul>	<ul style="list-style-type: none"> <li>Events - Policy template</li> <li>Filming - business case and option selection</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the costs of providing events</li> </ul>	<ul style="list-style-type: none"> <li>Events - policy implementation</li> </ul>									G	➔

# Hampstead Heath, Highgate Wood, and Queen's Park Roadmap

Programme / Project Updated January 2016			2015				2016				RAG	D.O.T.						
Executive	Lead		Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug			
Open Spaces Department projects and priorities																		
<b>SBR</b>	Martin Rodman	Grace Rawnsley	<ul style="list-style-type: none"> <li>Bid considered by CBT com</li> <li>Options development &amp; business case for One O'Clock Club</li> </ul>	<ul style="list-style-type: none"> <li>Options evaluation, Zoo &amp; Farm</li> <li>Professional Consultation</li> </ul>	<ul style="list-style-type: none"> <li>Business case for preferred option at Zoo/Farm</li> <li>Personal Consultation</li> </ul>	<ul style="list-style-type: none"> <li>SLA with Heath Hands</li> </ul>	<ul style="list-style-type: none"> <li>Recruit to Learning Programme posts.</li> </ul>									G	➔	
	Bob Warnock	Lucy Gannon	<ul style="list-style-type: none"> <li>Outline Feasibility Study for the Heath Information Point, working with City Surveyors</li> </ul>				<ul style="list-style-type: none"> <li>OO for Hive and Heath Information Point produced.</li> </ul>										G	➔
	Andy Barnard	Jonathan Meares	<ul style="list-style-type: none"> <li>Action plans developed and agreed with City Surveyor</li> </ul>					<ul style="list-style-type: none"> <li>FME Management strategy implemented as per Delivery Plan (Action)</li> </ul>									G	➔
<b>SBR</b>	Bob Warnock	Declan Gallagher	<ul style="list-style-type: none"> <li>LTA - Develop brief for stakeholder engagement / Procure company to deliver Stakeholder consultation/engagement.</li> </ul>				<ul style="list-style-type: none"> <li>Staff Training</li> </ul>	<ul style="list-style-type: none"> <li>User &amp; non-user consultation</li> </ul>								<ul style="list-style-type: none"> <li>Scoping and recruitment of consultants for the development of Options Appraisal</li> </ul>	G	➔
	Paul Thomson	Yvette Hughes		<ul style="list-style-type: none"> <li>1st October fee increases</li> </ul>													G	➔
<b>SBR</b>	Bob Warnock	Richard Gentry	<ul style="list-style-type: none"> <li>Preparation of specification and tender of Parliament Hill, Parliament Hill Lido, Golders Hill Park Highgate Gate Wood and Queen's Park Cafes</li> </ul>					<ul style="list-style-type: none"> <li>Review Submissions</li> </ul>									G	➔
						<ul style="list-style-type: none"> <li>Identification of Pop Up catering facility Opportunities and development of OO</li> </ul>									<ul style="list-style-type: none"> <li>Appoint Leases</li> </ul>			

D.O.T. = Direction of travel



# Agenda Item 6

<b>Committee(s)</b> Open Spaces and City Gardens Committee	<b>Dated:</b> 01.02.2016
<b>Subject:</b> Consolidated Revenue & Capital Budgets – 2015/16 & 2016/17	<b>Public</b>
<b>Report of:</b> The Chamberlain The Director of Open Spaces	<b>For Information</b>

## Summary

This report is the annual submission of the consolidated revenue and capital budgets overseen by your Committee. In particular, it updates the Committee on the latest approved revenue budget for 2015/16 and the proposed revenue budget for 2016/17, as approved by the relevant Open Spaces Committees. Details of the draft capital and supplementary revenue budgets are also provided.

Summary of Table 1 <b>Revenue</b> (All Committees)	Latest Approved Budget	Original Budget	Movement
	2015/16 £000	2016/17 £000	£000
Expenditure	20,178	21,014	836
Income	(4,919)	(5,112)	(193)
<b>Total Expenditure before Support Services</b>	<b>15,259</b>	<b>15,902</b>	<b>643</b>
Support Services	2,927	2,861	(66)
<b>Total Net Expenditure</b>	<b>18,186</b>	<b>18,763</b>	<b>577</b>

Summary of Table 1 <b>Revenue</b> (By Committee)	Latest Approved Budget 2015/16 £000	Original Budget 2016/17 £000	Movement  £000
<b><u>West Ham Park</u></b>			
Expenditure	1,455	1,224	(231)
Income	(451)	(295)	156
<b>Total Expenditure before Support Services</b>	<b>1,004</b>	<b>929</b>	<b>(75)</b>
Support Services	253	249	(4)
<b>Total</b>	<b>1,257</b>	<b>1,178</b>	<b>(79)</b>
<b><u>Epping Forest &amp; Commons</u></b>			
Expenditure	7,623	7,856	233
Income	(1,594)	(1,654)	(60)
<b>Total Expenditure before Support Services</b>	<b>6,029</b>	<b>6,202</b>	<b>173</b>
Support Services	1,477	1,471	(6)
<b>Total</b>	<b>7,506</b>	<b>7,673</b>	<b>167</b>
<b><u>Hampstead Heath, Queens Park and Highgate Wood</u></b>			
Expenditure	8,641	8,749	108
Income	(2,488)	(2,557)	(69)
<b>Total Expenditure before Support Services</b>	<b>6,153</b>	<b>6,192</b>	<b>39</b>
Support Services	1,495	1,480	(15)
<b>Total</b>	<b>7,648</b>	<b>7,672</b>	<b>24</b>
<b><u>Open Spaces &amp; City Gardens</u></b>			
Expenditure	2,459	3,185	726
Income	(386)	(606)	(220)
<b>Total Expenditure before Support Services</b>	<b>2,073</b>	<b>2,579</b>	<b>506</b>
Support Services	(298)	(339)	(41)
<b>Total</b>	<b>1,775</b>	<b>2,240</b>	<b>465</b>
<b>Total Net Expenditure</b>	<b>18,186</b>	<b>18,763</b>	<b>577</b>

Overall the provisional Original budget for 2016/17 totals £18.763M, an increase of £577,000 compared with the latest approved budget for 2015/16. The overall movement in net expenditure of £0.577M comprises an increase of £836,000 in expenditure, off-set by an increase of £193,000 in income, and a decrease of £66,000 in Support Services.

The main areas and their respective costs contributing to this overall increase are summarised below and are commented on further within the report:-

#### Expenditure

- An increase of £129,000 in employee costs.
- A decrease of £153,000 in premises related expenditure
- An increase of £1.141M in the City Surveyor's Additional Works Programme.
- A decrease of £300,000 in Supplies & Services.

#### Income

- An increase of £176,000 in other Grants, Reimbursements and Contributions.

#### Support Services

- A decrease of £58,000 in Central Support/Capital Charges.

A breakdown is also provided in Appendix 3 of the movement between the 2015/16 Original Budget and the 2015/16 Latest Approved Budget before Support Services costs.

### **Recommendation**

The Committee is requested to note the latest approved revenue and capital budgets for 2015/16 and the provisional revenue and capital budgets for 2016/17, as approved by the relevant Open Spaces Committees.

## **Main Report**

### **Introduction**

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

### **Proposed Revenue Budget for 2016/17**

5. 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.
6. 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 1<sup>st</sup> April 2016. Savings have been made to reflect both the original and re-alignment of the Service Based Review savings, and the Directorate received one-off additional resources in 2016/17 from Epping Forest and Hampstead Heath to support the new Learning Programme start-up, all of which have been previously reported to their respective committees. The budget has been prepared within the resources allocated to the Director.

TABLE 1  
OPEN SPACES SUMMARY – ALL FUNDS

Analysis of Service Expenditure (Revenue)	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
<b>EXPENDITURE</b>						
Employees	L	11,598	12,120	12,249	129	12
Premises Related Expenses	L	1,840	1,818	1,665	(153)	11
Premises Related Expenses	C	28	0	0	0	
R & M (City Surveyor's Local Risk)	L	2,771	3,216	4,353	1,137	10
Transport Related Expenses	L	516	458	423	(35)	
Supplies & Services	L	2,203	1,955	1,655	(300)	13
Third Party Payments	L	93	90	71	(19)	
Transfer to Reserves	L	103	0	0	0	
Transfer to Reserve	C	62	0	37	37	
Capital Charges	C	676	521	561	40	
<b>Total Expenditure</b>		<b>19,890</b>	<b>20,178</b>	<b>21,014</b>	<b>836</b>	
<b>INCOME</b>						
Government Grants	L	(418)	(456)	(455)	1	
Other Grants, Reimbursements and Contributions	L	(785)	(156)	(332)	(176)	14
Other Grants, Reimbursements and Contributions	C	(70)	0	0	0	
Customer, Client Receipts	L	(2,951)	(3,028)	(3,022)	6	
Investment Income	L	(1)	0	0	0	
Investment Income	C	(1,191)	(1,231)	(1,263)	(32)	
Transfer from Reserves	L	(160)	0	0	0	
Transfer from Reserves	C	(42)	(8)	0	8	
Recharges to Capital Projects	L	(42)	(40)	(40)	0	
<b>Total Income</b>		<b>(5,660)</b>	<b>(4,919)</b>	<b>(5,112)</b>	<b>(193)</b>	
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES</b>		<b>14,230</b>	<b>15,259</b>	<b>15,902</b>	<b>643</b>	
<b>SUPPORT SERVICES</b>						
Central Support & Capital Charges		3,417	3,300	3,242	(58)	15
Recharges within Fund		(172)	(156)	(156)	0	
Recharges across Funds		(101)	(100)	(108)	(8)	
Recharges to Finance Committee (Corporate and Democratic Core)		(100)	(117)	(117)	0	
<b>Total Support Services</b>		<b>3,044</b>	<b>2,927</b>	<b>2,861</b>	<b>(66)</b>	
<b>TOTAL NET EXPENNDITURE</b>		<b>17,274</b>	<b>18,186</b>	<b>18,763</b>	<b>577</b>	

7. 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.
8. Overall there is an increase of £577,000 between the 2015/16 latest approved budget and the 2016/17 original budget. This movement is explained in the following paragraphs.
9. The increase of £1.137M from the 2015/16 Latest Approved Budget to the 2016/17 Original Budget in the City Surveyor is mainly within the additional works programme. 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.

<b>TABLE 2 - CITY SURVEYOR LOCAL RISK</b>	<b>Latest</b>	<b>Original</b>
<b>Repairs and Maintenance</b>	<b>Approved</b>	<b>Budget</b>
	<b>2015/16</b>	<b>2016/17</b>
	<b>£'000</b>	<b>£'000</b>
<b>Additional Works Programme</b>		
Directorate	0	10
West Ham Park	223	171
Bunhill Fields	4	342
City Gardens	44	131
Burnham Beeches	122	28
Epping Forest	369	760
City Commons	165	135
Hampstead Heath	950	1,347
Queens Park	57	175
Highgate Wood	64	40
	<b>1,998</b>	<b>3,139</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>		
West Ham Park	68	95
Bunhill Fields	14	14
Nursery	40	13
City Gardens	37	37
Open Spaces Directorate	1	1
Burnham Beeches	53	53
Epping Forest	343	358
City Commons	136	136
Hampstead Heath	323	303
Queens Park	65	65
Highgate Wood	45	45
	<b>1,125</b>	<b>1,120</b>
<b>Cleaning</b>		
West Ham Park	3	3
Burnham Beeches	3	3
City Commons	11	12
Epping	60	59
Hampstead Heath	16	17
	<b>93</b>	<b>94</b>
<b>Total City Surveyor</b>	<b>3,216</b>	<b>4,353</b>



10. The decrease of £153,000 in Premises Related Expenditure is mainly due to budget reductions in Grounds Maintenance and Minor Improvements at Hampstead Heath and West Ham Park respectively to achieve reductions as part of the on-going service based review savings.
11. Analysis of the movement in manpower and related staff costs are shown in Table 3 below. The overall reduction in full time equivalents is a combination of deletion of vacant posts, the closure of the Nursery, and the ending of the City Bridge Trust funded apprenticeship schemes. Following the review of locally resourced education services, as part of the service based review, the change of manpower resources from local sites to the Directorate reflects the new Learning Programme work which will be managed departmentally. An allowance of 1.5% towards any increase in pay, and provision for the increased national insurance contributions from 1<sup>st</sup> April 2016 has been included in the estimated costs.

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
West Ham Park/Nursery	22.29	752	17.75	647
Epping, Wanstead, Chingford, HLF	73.82	2,729	70.57	2,715
Burnham Beeches/Stoke Common	13.34	459	13.34	474
City Commons	20.55	757	20.55	794
Hampstead Heath	124.94	4,985	113.06	4,782
Queens Park	11.80	444	11.80	468
Highgate Wood	7.55	325	7.55	340
<b>TOTAL</b>	<b>314.62</b>	<b>12,120</b>	<b>301.62</b>	<b>12,249</b>

12. The £300,000 reduction in Supplies & Services is mainly due to a reduction in professional/consultants fees at the Directorate as part of the one-off costs to generate savings, a reduction in equipment, furniture and materials as part of the service based review savings, and the closure of the Nursery from the Summer in 2016.
13. The increase of £176,000 in 'Other Grants, Reimbursements and Contributions' is mainly due to funding being awarded in respect of the New Learning Programme.
14. The reduction of £58,000 in 'Central Support & Capital Charges' is mainly due to a reduction in combined Support Services costs as shown in Appendix 2.

### **Potential Further Budget Developments**

15. 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 Procurement and Procure to Pay (PP2P), and Service Based Reviews;
  - decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

### **Revenue Budget 2015/16**

16. The 2015/16 latest approved budget includes funding for contribution pay, a small adjustment to reflect phasing revisions in relation to the Service Based Review, and agreed carry forwards. 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 £18.186M.

### **Draft Capital and Supplementary Revenue Budgets**

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

Service Managed	Project	Exp. Pre 01/04/15 £'000	2015/16 £'000	2016/17 £'000	Later Years £'000	Total £'000
<b>CITY FUND</b>						
<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
<b>TOTAL CITY FUND</b>		45	85	0	0	130
<b>CITY'S CASH</b>						
<u>Pre-implementation</u>						
Epping Forest	Baldwins & Birch Hall Park Ponds	20	42			62
Highgate Wood	Roman Kiln		5			5
<u>Authority to start work granted</u>						
Epping Forest	Branching Out	4,383	181			4,564
Epping Forest	Highams Park Lake	1,622	252			1,874
Epping Forest	Purchase of Crane		72			72
City Commons	Kenley Revival (incl HLF bid costs)	74	47	352	715	1,188
Hampstead Heath	Hampstead Heath ponds	4,598	9,174	7,389		21,161
<b>TOTAL CITY'S CASH</b>		10,697	9,773	7,741	715	28,926
<b>TOTAL OPEN SPACES</b>		<b>10,742</b>	<b>9,858</b>	<b>7,741</b>	<b>715</b>	<b>29,056</b>

18. 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.

19. Projects at the Implementation phase consist of:-

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.

Baldwin's & Birch Hall Ponds are planned to commence in 2016/17, subject to authority to start work, other schemes within Epping Forest have received authority to start work and are complete or in their final stages.

Kenley –Pre-implementation costs, largely funded by HLF grant, comprise detailed design development undertaken in preparation for the second round HLF application. This application was successful and an HLF grant of £880,900 has recently been awarded. Implementation works are due to begin in the final quarter of 2015/16.

20. The scheme of improvements at St Olave's Churchyard is now complete, and the main contract works are proceeding on the Hampstead Heath Ponds project, with an estimated completion date of October 2016.

21. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2016.

#### Appendices

- 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 – Non Public

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<b>Analysis by Service Managed</b>	<b>Actual 2014-15 £'000</b>	<b>Latest Approved Budget 2015-16 £'000</b>	<b>Original Budget 2016-17 £'000</b>	<b>Movement 2015-16 to 2016-17 £'000</b>	<b>Paragraph(s) Reference</b>
<b><u>CITY CASH</u></b>					
DIRECTORATE*	0	0	0	0	
BUNHILL FIELDS	204	180	520	340	a)
WEST HAM PARK	994	1,257	1,178	(79)	b)
CBT**	0	0	0	0	
NURSERY***	0	0	0	0	
EPPING FOREST	4,864	4,944	5,202	258	c)
HLF	10	0	0	0	
CHINGFORD GOLF COURSE	16	(21)	(40)	(19)	
WANSTEAD FLATS	184	196	227	31	
WOODREDON & WARLIES****	0	0	0	0	
BURNHAM BEECHES	661	734	630	(104)	d)
STOKE COMMON	22	22	22	0	
CITY COMMONS	1,721	1,631	1,632	1	
HAMPSTEAD HEATH	5,884	6,221	6,184	(37)	
HAMPSTEAD HEATH - STEM & EDUCATION POLICY	22	60	50	(10)	
QUEENS PARK	648	802	895	93	e)
HIGHGATE WOOD	541	565	543	(22)	
<b>TOTAL</b>	<b>15,771</b>	<b>16,591</b>	<b>17,043</b>	<b>452</b>	
<b><u>CITY FUND</u></b>					
CITY GARDENS	1,335	1,430	1,552	122	f)
CITY OPEN SPACES (DIRECTOR OF THE BUILT ENVIRONMENT)	168	165	168	3	
<b>TOTAL</b>	<b>1,503</b>	<b>1,595</b>	<b>1,720</b>	<b>125</b>	
<b>TOTAL (ALL FUNDS)</b>	<b>17,274</b>	<b>18,186</b>	<b>18,763</b>	<b>577</b>	

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

\*\* City Bridge Trust (CBT) expenditure is funded from Local Risk, it is a restricted fund which nets to zero.

\*\*\* The Nursery is a trading account where any surplus or shortfall goes to reserve and nets to zero.

\*\*\*\* Woodredon and Warlies are fully rechargeable.

- 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 reduction of £79,000 at West Ham Park is mainly due to Service Based Review reductions and the fall out of the carry forwards from 2014/15 to 2015/16.
- c) The £258,000 increase at Epping Forest is mainly due to an increase in the City Surveyor's Additional Works Programme.
- d) The reduction of £104,000 at Burnham Beeches is mainly due to a decrease in the City Surveyor's Additional Works Programme.
- e) The £93,000 increase at Queen's Park is mainly due to an increase in the City Surveyor's Additional Works Programme.
- f) The £122,000 increase in City Gardens is mainly due to an increase in the City Surveyor's Additional Works Programme.

<b>Support Services and Capital Charges to/from Open Spaces Committees.</b>	Actual 2014-15 £'000	Latest Approved Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Paragraph Reference
<b>Support Services &amp; Capital Charges</b>					
<b>Central Recharges-</b>					
City Surveyor's Employee Recharge	730	662	666	4	
Admin Buildings	62	66	74	8	
Insurance	281	270	280	10	
I.S. Recharges - Chamberlain	672	562	551	(11)	
Capital Charges	29	33	29	(4)	
<b>Support Services-</b>					
Chamberlain (including CLPS Recharges)	647	657	640	(17)	
Comptroller and City Solicitor	193	213	202	(11)	
Town Clerk	503	520	482	(38)	
City Surveyor	300	317	318	1	
Other Services*					
<b>Total Support Services</b>	<b>3,417</b>	<b>3,300</b>	<b>3,242</b>	<b>(58)</b>	
<b>Recharges Within Fund</b>					
<b>Directorate Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Corporate and Democratic Core	(272)	(273)	(273)	0	
<b>Total Recharges Within Fund</b>	<b>(272)</b>	<b>(273)</b>	<b>(273)</b>	<b>0</b>	
<b>Recharges Across Funds</b>					
Directorate Recharges	(129)	(114)	(119)	(5)	
Woodredon & Warlies	28	14	11	(3)	
<b>Total Recharges Across Funds</b>	<b>(101)</b>	<b>(100)</b>	<b>(108)</b>	<b>(8)</b>	
<b>Total Support Services</b>	<b>3,044</b>	<b>2,927</b>	<b>2,861</b>	<b>(66)</b>	

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Movement of Budgets before Support Services (inc City Surveyor) 2015/16 OR to 2015/16 LAB	Risk	Original Budget 2015-16 £'000	Latest Approved Budget 2015-16 £'000	Movement 2015-16 OR to 2015-16 LAB £'000	Paragraph Reference
<b>EXPENDITURE</b>					
Employees	L	12,224	12,120	(104)	a)
Premises Related Expenses	L	1,618	1,818	200	b)
R & M (City Surveyor's Local Risk inc cleaning)	L	4,258	3,216	(1,042)	c)
Transport Related Expenses	L	576	458	(118)	d)
Supplies & Services	L	1,877	1,955	78	e)
Third Party Payments	L	78	90	12	
Transfer to Reserves	L	74	0	(74)	f)
Capital Charges	C	545	521	(24)	
		<b>21,250</b>	<b>20,178</b>	<b>(1,072)</b>	
<b>INCOME</b>					
Government Grants	L	(446)	(456)	(10)	
Other Grants, Reimbursements and Customer, Client Receipts	L	(614)	(156)	458	g)
Recharges to Capital Projects	L	(2,901)	(3,028)	(127)	g)
Investment Income	L	(40)	(40)	0	
Transfer from Reserves	C	(1,183)	(1,231)	(48)	
	C	(535)	(8)	527	h)
		<b>(5,719)</b>	<b>(4,919)</b>	<b>800</b>	
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES.</b>					
		<b>15,531</b>	<b>15,259</b>	<b>(272)</b>	

a) The £104,000 reduction in employees is made up of a deletion of posts, transfer of posts to the new learning programme, and the temporary addition of a Wayleaves Officer funded by an agreed carry forward.

b) The increase of £200,000 in premises related expenditure is due to the increased focus on maintaining programmes and other associated works on Forest and Buffer land as well as investment required in lodges prior to leasing at Epping Forest.

c) The decrease of £1.042M in Repairs & Maintenance (City Surveyor) is mainly due to the Additional Works Programme which 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.

d) The main contributor was Epping Forest where the 2015/16 Original Budgets included a provision for £237,000 income from an education grant, although the application had not been submitted at that time. It is now unlikely that any grant funding will be obtained in this financial year and therefore reductions in other expenditure budgets at Epping Forest such as Transport costs (£125,000) was made.

- e) The increase of £78,000 in Supplies & Services is mainly due to an agreed £92,000 carry forward for professional and consultancy fees in the Directorate as part of the Service Based Review.
- f) The decrease of £74,000 in Transfer to Reserve is due to the ending of Epping's contribution to the 'Branching Out' Project.
- g) The decrease of £458,000 in 'Other Grants, Reimbursements, and customer Receipts' is due to the 2015/16 original budgets allowing for a provision in respect of an education grant, although the application had not been submitted at that time. It is now unlikely that any grant funding will be obtained in this financial year and therefore reductions in other expenditure and increase in income (£119,000 from Rent & Wayleave charges at Epping) have had to be made.
- h) The decrease of £527,000 in Transfer from Reserves (Central Risk) is mainly due to the depreciation charges being coded to Central Risk when the original estimates were drafted but are now under 'no risk'.

<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces & City Gardens	1 February 2016
<b>Subject:</b> Open Spaces Health & Safety Audit 2015	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b>Summary</b>	
<p>The annual Open Spaces audit of Health and Safety (H&amp;S) was carried out in the second half of 2015 and was validated by visits to three divisions. Hampstead Heath, City Gardens and Epping Forest in November 2015. These found improved consistency of good safety practice across the Department and action plans are in place to address any issues which arose.</p>	
<b>Recommendation</b>	
Members are asked to:	
<ul style="list-style-type: none"> <li>• Note the report.</li> </ul>	

## Main Report

### Background

1. The annual Health and Safety(H&S) audit carried out across the Open Spaces Department has the twin aims of providing assurance of the effectiveness of our management of H&S and support for managers in carrying out their H&S roles. Lead H&S managers carry out divisional self-assessments each year followed by validation visits to half the divisions in alternate years by managers from other divisions.
2. During the summer and autumn of 2015 self-assessments were carried out in all divisions and City Gardens, Hampstead Heath, and Epping Forest were selected to have their self-assessments validated through site visits to look at management practices, procedures and the safety culture on the ground.
3. Also during 2015, the Internal Audit section of the Chamberlain's Department carried out a review of the City Corporation's safety management arrangements. The audit sampled a number of departments, including Open Spaces.

4. This report is a summary of points which arose through both audit processes and more generally reports significant developments in H&S management across the Department in 2015.

### **Findings of the Open Spaces Departmental Audit 2015**

5. The self-assessments were completed to a good standard and as in previous years, were found to present an open and honest reflection of H&S in the divisions whilst reflecting the diversity of the sites and the range of activities taking place. The divisions have developed Action Plans to address any issues arising.
6. The system we have developed for H&S auditing in Open Spaces has been largely adopted across the Corporation and this year the validation team at City Gardens were joined by a new H&S officer from Community and Children's Services to gain experience of the process.
7. Overall no major issues were evident through the audit and at Hampstead Heath in particular it was noted that many of the outstanding issues are of a lesser or 'housekeeping' nature. Significant improvements and proactive management of H&S were noted at Epping Forest.
8. There is a need to share the work of compliance with H&S systems and it was noted that recent changes to supervisory staff roles at Hampstead Heath provides an opportunity to involve staff at this level more in the self-assessments and to take responsibility for ensuring very local 'housekeeping' safety issues are dealt with in a timely manner. In addition greater use of generic risk assessments(RA) which are adapted to meet local needs, is being supported across Open Spaces. Further guidance has been prepared to assist officers with a more efficient and consistent approach to assessing risk and putting safe systems of work in place across the department.
9. The areas for improvement identified in the divisions varied greatly and were often of a very local nature. However they broadly reflected issues identified throughout the year through departmental risk management, accident and near miss investigations and issues raised at the departmental H&S meetings.
10. A permit to work system has been introduced at Epping Forest as a pilot scheme to assist with control of contractors on site. This has helped manage the risk of unsafe practices among contractors and is being considered for implementation by other divisions.
11. Lone Working arrangements are in place across all divisions. Good practice was noted in City Gardens where a new procedure had been put in place involving an externally monitored system called Skyguard. Staff who are identified as at risk carry an electronic device which is activated if an issue arises. The effectiveness, compliance and reliability of this system was monitored during the year and the lessons learnt were shared with the Department of the Built Environment who have City staff in similar situations.
12. Considerable improvements were made regarding traffic management at both Epping Forest and Hampstead Heath, notably with regard to contractors'

vehicle movements on the Heath and the one-way system at The Warren yard.

13. Since the amalgamation of City Commons, work has continued to align the H&S management systems between the former divisions for greater efficiency and consistency.
14. Good induction of staff was noted across the department and improvements in staff instruction and training were noted in City Gardens in particular where a new safety manual had been developed.
15. Significant work has been done to reduce harmful exposure to vibration from the use of work equipment. This has been supported across the department by an officer from Epping Forest visiting other divisions to assist and share expertise in measuring vibration arising from equipment. This information is then used to determine safe time limits for the use of the equipment by staff.

### **Internal Audit review**

16. The Internal Audit review of the City's H&S arrangements reported on:
  - corporate and departmental H&S policy and plans
  - embedding of H&S procedures in management practices
  - accident and near miss reporting
  - H&S qualifications of officers
  - annual certificates of assurance(ACA) provided by departments to the Town Clerk.
17. The only recommendation arising from this review regarding Open Spaces was in relation to the ACA. The department has not produced ACA's in the past as the annual audit system operated by Open Spaces predates that which was established corporately and the Director has therefore continued with the practice of annual reporting to your committee rather than the return of an ACA to the Town Clerk. In order to ensure continuity across all the City's departments, the review was of the opinion that the Open Spaces department should issue ACA's in future, in accordance with Corporate Guidance as well as the report to your committee. Given that our existing system is seen as very good, the additional requirement is not onerous and we will complete the ACA and be compliant for 2016.

### **Other H&S developments in the Open Spaces Department in 2015**

18. The Departmental H&S Plan was reviewed and added to during the year. The H&S Plan clarifies responsibilities and brings together guidance within the Department. It is attached to this report as Appendix 1.
19. Previously key departmental H&S risks were recorded in the 'Top X' system. These are now incorporated into the recently adopted software package called Covalent, as a corporate move to bring together H&S risks and other business risks in a single system for improved consistency of management and governance.

## **Corporate & Strategic Implications**

20. The Open Spaces Audit informs the Annual Certificate of Assurance to the Town Clerk for Health and Safety in the Open Spaces Department, required under the City of London Corporation H&S Policy.
21. The Audit also links to the Departmental Business Plan through Departmental Objective 5 which seeks to “manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance”.
22. The audit supports Strategic Aims 2 and 3.
  - SA2 Provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
  - SA3 Provide valued services to London and the nation

## **Conclusion**

23. There is a high level of commitment to good H&S leadership and practice in the Department and there is much good practice. Action Plans are in place across the Department to address issues raised during 2015, whilst ensuring a balance between taking the precautions required and providing accessible and enjoyable open spaces.
24. The Open Spaces annual audit helps deliver the Department’s H&S policy and plan whilst supporting managers and staff in maintaining a positive safety culture in the Department.

## **Appendices**

- Appendix 1 – Open Spaces H&S Plan

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# City of London Corporation



## Departmental Health and Safety & Fire Safety Plan

### Open Spaces

V1.2 - 2015

Rel Date	Rev	Author	Notes
25 June 2014	1.0	P Hegarty	Initial document
May 2015	1.1	P Hegarty	Draft revisions
June 2015	1.2	P Hegarty	Revisions following consultation

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# Open Spaces Department HEALTH AND SAFETY POLICY STATEMENT

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

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

## Being open and honest

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

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

## Working with others

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

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

## Embracing safety

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

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

## Communicating clearly

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

## Trust your instincts

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

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

Signed:

**Sue Ireland**  
Director of Open Spaces

## Departmental Statement of Intent

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

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

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

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

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



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Sue Ireland  
Director of Open Spaces

# Open Spaces Department Health and Safety Plan

## INTRODUCTION

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

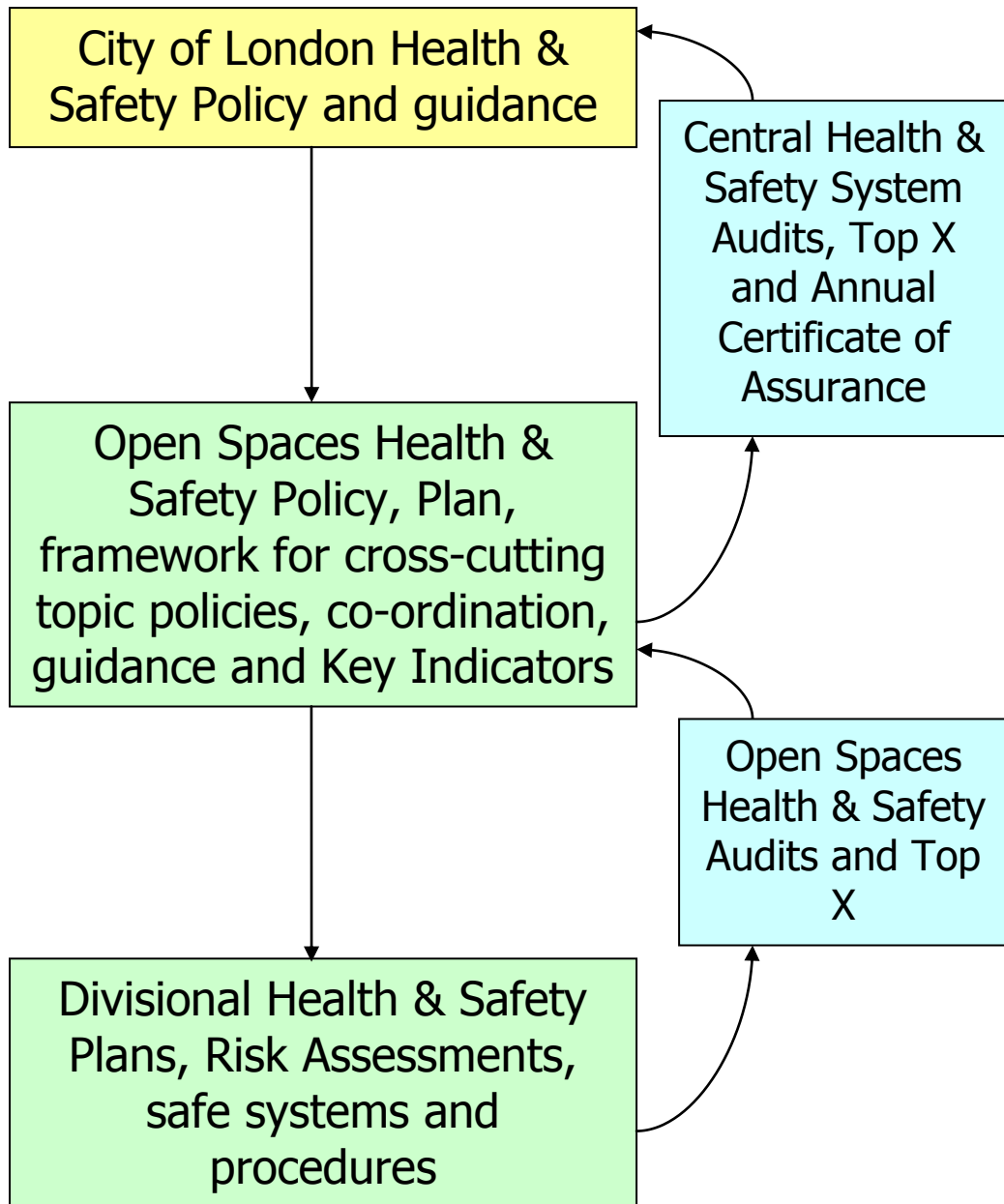
Our departmental system comprises the following:

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

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

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

Policy Framework



## Open Spaces Department Health and Safety Plan

### The work of the Open Spaces Department

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

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

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

## DEPARTMENTAL ROLES AND RESPONSIBILITIES

### Chief Officer – Director of Open Spaces

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

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

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

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

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

## Open Spaces Department Health and Safety Plan

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

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

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

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

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

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

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

### **Employees**

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

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

All departmental staff are supported by safety co-ordinators:

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

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

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

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

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

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

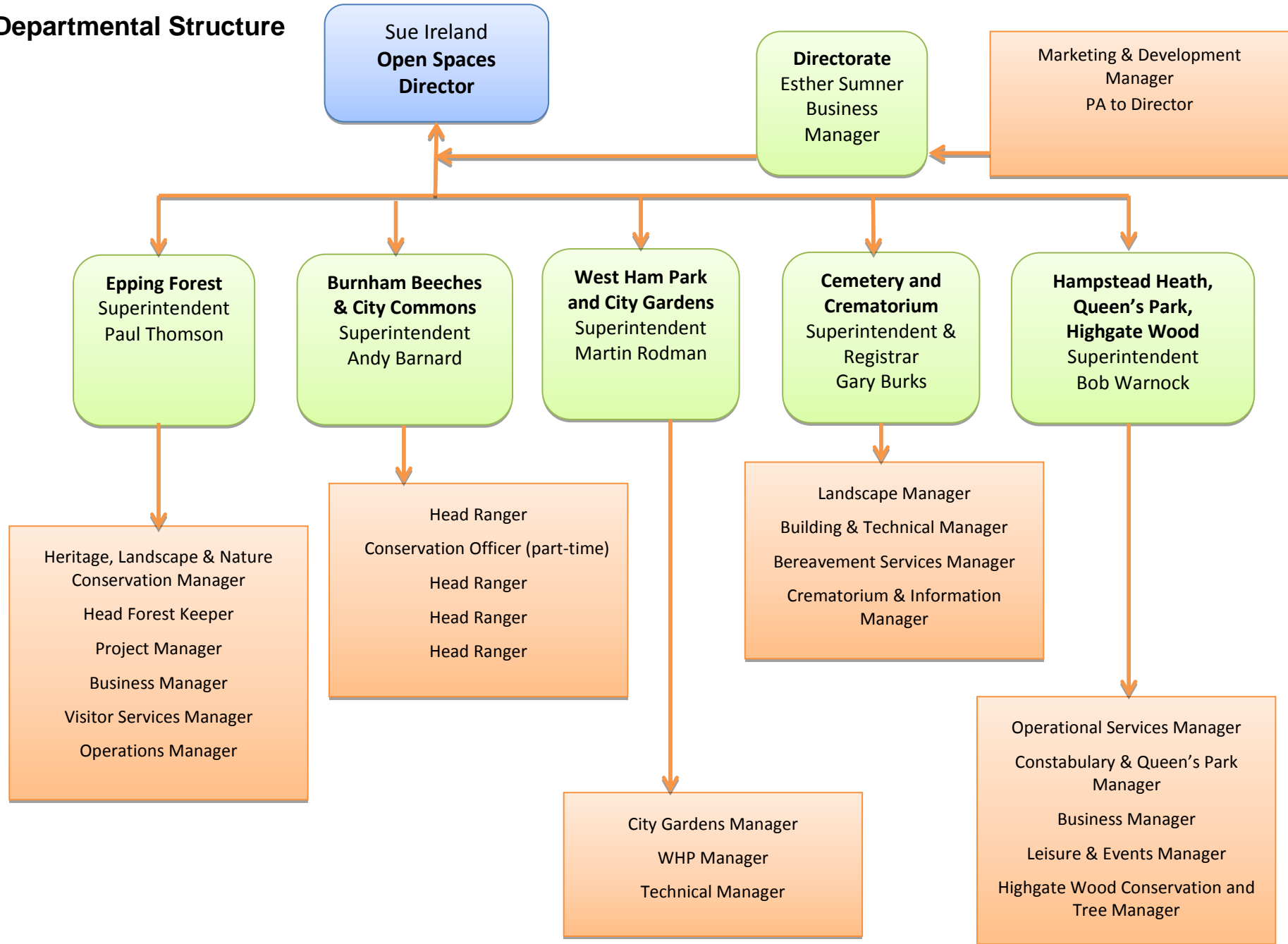
### **Divisional Safety Co-ordination**

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

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



# Departmental Structure



## **Other Support**

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

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

The H&S Manager (People) in the HR Section of the Town Clerk's Department, is the **Competent Person** as defined by the Health & Safety Executive. They and their team provide:

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

## **Occupational Health Manager**

The Occupational Health Service provides:

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

## **Health & Safety Manager (Property), City Surveyor's Department**

They and their team provide:

- Control of contractors guidance;
- a Competent Person with regard to Legionella;
- a Competent Person with regard to Asbestos;
- premises related system inspections and audits;
- advice and guidance on new and existing legislation in relation to buildings, infrastructure and equipment, including working at height and working on water equipment;

## Open Spaces Department Health and Safety Plan

- where consulted, ensuring the consideration of health and safety in the provision of contracted work, infrastructure inspections and long term site plans;
- a Competent Person for advice regarding Fire Safety and the Dangerous Substances and Explosive Atmospheres Regulations 2002 (DSEAR), etc.

The City Surveyor is responsible for managing asbestos (not part of the MITIE contract), providing advice and keeping records, including provision of asbestos surveys and management plans;

### Property Facilities Manager (PFM)

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

- portable appliance testing (PAT) (frequency based on advice/risk assessment);
- electrical circuit fixed wiring testing (every five years);
- gas appliance testing/servicing (annually);
- emergency light testing (every six months);
- security alarm testing/servicing (annually);
- fire alarm testing (every six months);
- fire extinguisher and equipment testing (annually);
- pressure vessel testing (annually);
- lifting equipment testing (every six months for equipment used to lift people and 12 months for other lifting equipment);
- water systems hygiene including temperature (typically monthly but frequency based on risk assessment) and legionella testing (if a specific issue is identified);
- Local Exhaust Ventilation (LEV) system testing (every 14 months);
- Lighting conductors checks (every 11 months).

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

### Insurance and Risk Management Team in the Chamberlain's Department

Oversee the contract for the independent inspection of lifting plant and accessories for City as required under LOLER. They can arrange for the current schedule to be updated with additions and deletions on request and can authorise access to the schedule of plant and examinations. For information, contact:

[CHBInsuranceTeam@cityoflondon.gov.uk](mailto:CHBInsuranceTeam@cityoflondon.gov.uk) (CHB – Insurance Team)

The contract is currently with Allianz and besides lifting plant and accessories, covers items such as Local Exhaust Ventilation (LEV) and pressure systems. The contract can be seen at:

<http://www.allianzengineering.co.uk/home/inspection/inspection-services.html>.

### CONSULTATION AND COMMUNICATION ARRANGEMENTS

#### Open Spaces Health & Safety Improvement Group

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

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

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

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

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

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

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

#### H&S Sub-group

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

#### Divisional Health & Safety Working Groups

Each division has local H&S working groups appropriate to the size and risk profile of the division. They meet regularly usually quarterly, and are representative of the staffing structure of the division. They are empowered to address H&S issues at a local level and communicate their minutes to all staff in the division. They cascade

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

issues which arise at the corporate and departmental level and are an opportunity for staff to raise H&S issues directly or through representatives.

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

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

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

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

The DSMF is a corporate group of safety staff and who meet quarterly to communicate on all safety matters. It provides a forum for sharing good practice and support for the departmental Safety Co-ordinators. Being linked to the corporate health and safety systems, it helps promote more effective control, facilitates consultation and aids co-ordination of implementation or amendment of any procedures or formal policies, to ensure successful embedding and improved H&S compliance.

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

### **General Communication**

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

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

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

## Open Spaces Department Health and Safety Plan

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

### **GUIDANCE AND PROCEDURES**

#### **Corporate guidance**

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

#### **Open Spaces departmental guidance**

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

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

An [Open Spaces Occupational Safety & Health Manual](#) was developed in 2010 to provide a framework for the management of the key safety topics in the Department and is available in our intranet H&S site. This document is provided to assist managers to carry out their H&S duties under the Safety at Work, etc. Act 1974 and regulations under the Act, as an integral part of all work related activities. It provides Key Principles of H&S and outlines management responsibility regarding the following topics:

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

## Open Spaces Department Health and Safety Plan

It is intended to rationalise the sources of guidance available in the department and the OS Occupational Safety and Health Manual will gradually be superseded by updated guidance provided through the City of London H&S Management System and guidance on specific topics in this document.

### Control of Contractors

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

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

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

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

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

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

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

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

All accidents and near misses must be reported in line with the [Corporate Accident Reporting Procedure](#). All incidents, which include accidents, abuse, dangerous occurrences, instances of occupational diseases and 'near miss' incidents to be reported on the Santia Incident Line – 02920 855 605.

The Santia service provides reports and statistics on incidents which occur in the Department and assists in compliance with statutory reporting under RIDDOR 2013.

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

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

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

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

### **Risk Management**

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

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

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

Whilst risk assessment exists as a tool to aid the identification of appropriate risk controls for a given individual risk, risk management uses risk assessment information to direct limited resources to known high-risk tasks and to the most significant risks faced at any given time. At the same time, the City of London does not wish line managers to become obsessed with Health & Safety risk control, it must make sense within the context of operational duties, available resources and the effort involved. It is therefore imperative that line managers concentrate simply on the most significant risks at the time. What is required is a balanced judgement of H&S risk so as to ensure the implementation of sensible and practical controls within the resources available.

Top X and risk profiling are integrated in the departmental business plan and are recorded using the corporate Covalent system (see Top X below).

### **Risk Assessment**

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



## Open Spaces Department Health and Safety Plan

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

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

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

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

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

The process for Risk Assessment can be accessed through this link – [Risk Assessment Process](#) and a Template for Risk Assessment can be found from this link also.

### Top X

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

Top X reports **must** be included as part of the Open Spaces business planning process and is required by the City's business planning framework. The departmental Top X risks are captured through the Covalent system.

### [Top X Guidance and Templates](#)

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

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

## Open Spaces Department Health and Safety Plan

### Training

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

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

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

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

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

### Local Induction

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

All managers must also provide an orientation induction and this must cover local H&S information, most this information is contained in this plan. A local induction must be recorded locally and be given to the employee within the first day of starting their employment. A guide to what must be included in local H&S induction can be found at Appendix 2.

### Fire Safety

See [Fire Safety Guidance](#).

Each division must appoint a Responsible Person under the Regulatory Reform (Fire Safety) Order 2005 and must ensure adequate Fire Risk Assessments are carried out for their premises.

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

Information shall be available in the form of a Fire Log Book for significant sized buildings and all buildings where staff or the public are present on a regular basis. This Log Book can refer to documentation held elsewhere but reasonably available in the event of an incident. A list of the minimum information which needs to be available via the log book is included as Appendix 5.

Further advice is available via the Fire Safety Advisor and see also the role of the Property Facilities Manager.

### **Habitat Fire Control**

See Appendix 6 for our detailed Habitat Fire Control Policy.

### **Managing Tree Safety**

See Appendix 4 for our detailed Tree Safety Policy.

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

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

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

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

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

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

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

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

## Open Spaces Department Health and Safety Plan

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

## Open Spaces Department Health and Safety Plan

### Appendix 1

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

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

## Open Spaces Department Health and Safety Plan

### Appendix 2

#### Health & Safety Induction Guide

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

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

## Open Spaces Department Health and Safety Plan

### Appendix 3

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix 4

Open Spaces Tree Safety Policy



**City of London Open Spaces Department Policy:  
MANAGING TREE SAFETY**

**1. Policy Introduction and Context:**

1.1 Each Division, for its geographic area of responsibility where it would be deemed as ‘the occupier’ as defined by the Occupiers’ Liabilities Acts, must have a risk limitation strategy for trees based upon the 5 key principles identified by the National Tree Safety Group in *Common Sense Management of Trees* (NTSG 2011) endorsed by the Health and Safety Executive (HSE). Within each Division, a named person has responsibility for ensuring this is in place. In accordance with the Open Spaces Health & Safety Plan, the Responsible Person is the Superintendent, or appropriate delegated officer.

**The 5 key principles**

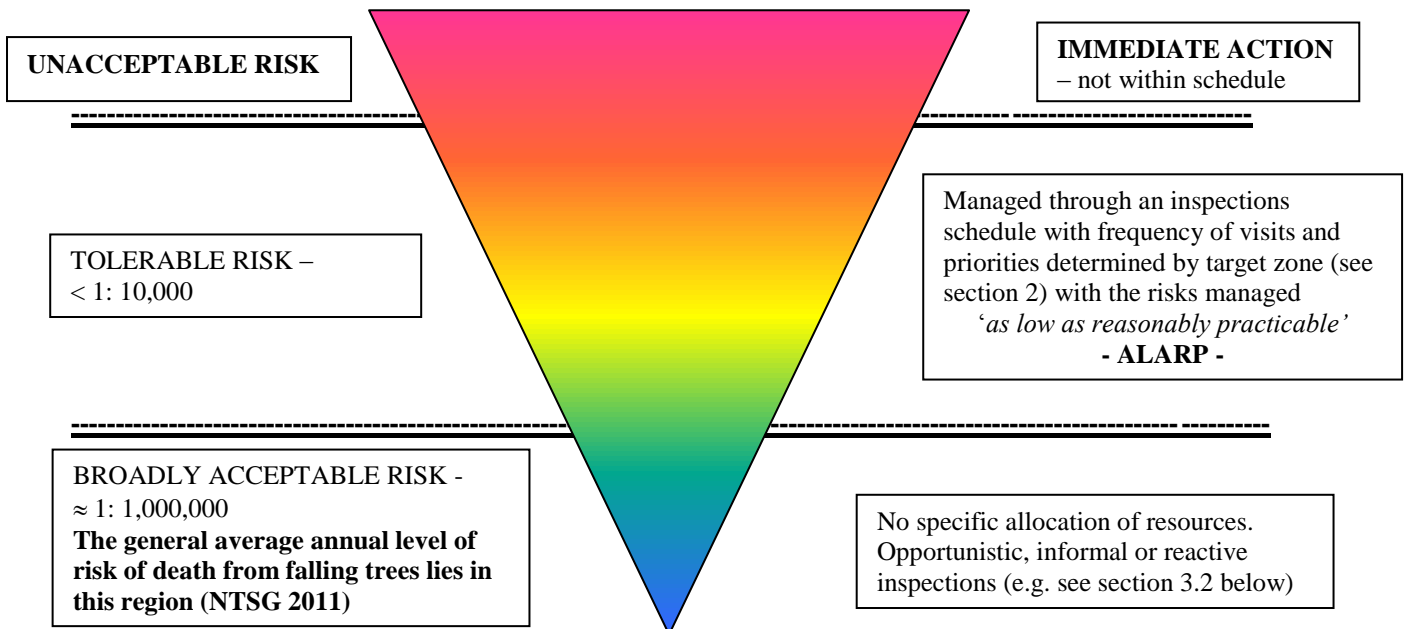
- trees provide a wide variety of benefits to society (including supporting significant biodiversity)
- trees are living organisms that naturally lose branches or fall
- the overall risk to human safety is extremely low
- tree owners have a legal duty of care
- tree safety management should be balanced & proportionate to risk/benefit.

1.2 As part of each Divisional Strategy there must be a:

- clear zoning system
- verifiable tree hazard inspection regime
- balanced, proportionate risk assessment
- clear risk management process.

1.3 The Tolerability of Risk Framework set out in Figure 1 below demonstrates the three levels of risk – Unacceptable, Tolerable and Broadly Acceptable – and will be the basis for each Divisional strategy. Therefore, in deciding upon actions, the evaluation of what is reasonable and proportionate intervention must be based upon a balance between the benefits and potential for harm. According to the HSE, the risk of being killed by a falling branch or tree is extremely low (Figure 1).

**Figure 1: Tolerability of Risk Framework**



## Open Spaces Department Health and Safety Plan

1.4 In general, NTSG 2011 states that “the courts appear to indicate that the standard of inspection is proportional to the size of and resources available (in terms of expertise) to the landowner”. In determining the resources the level of risk, which is very low (Figure 1), is also key and, as landowner, a “reasonable and prudent” approach is required in this context.

1.5 The risk management process and tree hazard inspections should not lead to a loss of character or species diversity within Open Spaces. It should ensure that a balance is maintained between nature and landscape conservation, public access, recreation and enjoyment, and risks to safety posed by trees.

1.6 Except where there is an imminent danger to life, before work is undertaken on any tree an assessment of its use by bats (and other protected species) as well as of the general requirements of any statutory wildlife protection of the site (e.g. SSSI/SAC) must be undertaken and advice sought from relevant authorities to prevent damage to those species or habitats. For bats a Bat Risk Assessment form should be completed to provide written evidence of procedure and to record the rationale for subsequent actions.

1.7 In order to undertake a tree risk assessment the two separate factors of *Hazard* and *Risk* must be addressed:

- **Hazard:** Trees are subject to decline, physical damage and infection. As trees deteriorate they are increasingly likely to shed limbs or fall in strong winds and the potential to cause harm increases. Remedial action is only necessary when there is clearly a significant risk to life or property. This might mean either removing part of the tree that is creating the hazard or reducing the level of public access in the vicinity or both.
- **Risk** is an estimate of the likelihood and severity of an adverse event occurring. The NTSG (2011) principles upon which this policy is based recognise that overall the risk to human safety from trees is extremely low (see Figure 1 above). Risk is related to the location of the tree. It reflects the intensity of use of the immediate surroundings of the tree and the proximity of the tree to buildings or other structures. The intensity of use by the public, staff, volunteers and contractors within Open Spaces is not evenly distributed and, therefore, levels of risk may vary across a site. This fact must be recognised in an appropriate, site-specific tree inspection zoning system.

## 2. Divisional Zoning System

2.1 The zone designation below will determine the priority and regularity of proactive inspections.

2.2 Divisional resources must be directed to the areas in proportion to the potential for harm to people and property. As such, zones must be related to identifiable, potential “targets”, both physical targets such as property and targets based on level of usage of an area by people. Both the nature and frequency of use of the “target” by people need to be taken into account. Where no data on levels or patterns of use are directly available for an area, the level of use by people should be a reasonable estimate based on local knowledge of the area and its particular features. A reasonable outcome of the zoning process may be the decision that some areas require no proactive inspections.

2.3 Decisions on zones and the definition of each zone need to be recorded and be accessible for inspection. Zoning systems at each Divisional area of responsibility should be reviewed periodically in order to take account of significant changes to site use, the uses of adjoining land or modifications to site boundaries.

2.4 Zoning will be achieved by each Division by designating each area of land under its responsibility into a minimum of three *Use Levels* requiring some level of proactive inspections based on the concepts of risk and hazard outlined above.

- **High Use targets** - coloured **red** on the tree inspection map.
- **Medium Use targets** - coloured **amber** on the tree inspection map.
- **Low Use targets** - coloured **green** on the tree inspection map.

## Open Spaces Department Health and Safety Plan

**2.5** Within the Open Spaces the variety of sites and situations, rural and urban, is very large and zoning needs to reflect local knowledge and divisional differences. It should be recognised that within each of the target zones, there may be a need to prioritize further based on availability of resources.

**2.6** Areas deemed as of *broadly acceptable risk* (see Figure 1 above) because of low use and low target levels would require zoning so that the demarcation is clear but may not require proactive inspections. These will be demarcated but left **uncoloured** on the zone map.

### 3. Inspection regimes

#### 3.1 Proactive Inspection Regime and Competence Level for Inspectors

3.1.1 The identified coloured zones above must each have a proactive, formal inspection regime defined and carried out at a frequency based on the level of use of the target. A competent Inspector will assess the tree. For all Open Spaces Department formal inspections, tree inspectors will be trained to LANTRA (Sector Skills Council) Professional Level, have passed the Professional Tree Inspection (PTI) course and possess demonstrable, recent experience of tree risk assessment work.

3.1.2 Defects on the trees will be recorded in order to assess the potential hazard and consider the risk posed by the defect. Given that the risk to human safety from trees is, in general, very low the assessment of defects needs to bear this in mind. However, where i) the risk to a target is considered high (see Figure 1 above); ii) the tree is of importance for nature conservation or has landscape value and iii) the nature of the hazard posed by the defect is uncertain (e.g. level of internal decay), more detailed assessments may be carried out before a decision on the type of action required is taken.

3.1.3 During walk-by inspections within a surveyed zone, trees with no obvious defects that appeared sound and that required no further level of inspection would not need to be recorded. A record of the visit to that zone by the inspector would be all that would be required. However, any trees subject to more detailed individual inspection, whether requiring subsequent action or not, would require a record. Once the work has been completed on these recorded trees, if they are retained rather than felled they do not necessarily require future recording unless a subsequent survey flags them up again as having obvious new defects requiring another inspection. However, in High Use Target zones, should time and resources allow, site managers may wish to continue individual inspection regimes once started. However, this is not a requirement of this policy and will be dependent on the characteristics of the trees involved and the nature of the site and its zones. The purpose of the annual inspection is to pick out obvious problems and prioritize them, not to repeat recording.

3.1.4 All records must be readily accessible to relevant staff and will be kept indefinitely. This will be especially important for those trees located next to Highways and other high use target zones.

3.1.5 Any tree works that are required must be prioritized according to risk, taking account of location (target level) and hazard, and there must be a recommended period for the work to be carried out. The range of this period might be from immediate action up to a recommendation for work within 12 months.

#### 3.2 Reactive Inspections

3.2.1 Sites must have a local emergency plan that details the actions to be taken in the event of severe weather conditions or events, such as storms, flooding, drought and fire. This emergency plan would be additional to, over and above, the regular proactive inspection regime. There also may be the need for other reactive inspections over and above the proactive inspection regime where a new target is created or develops rapidly (e.g. an unplanned public event).

3.2.2 Therefore, in either enacting an emergency plan or responding to a new and changing situation, reactive inspections of trees should be focused on identifying *serious and present dangers* (NTSG 2011). Such inspections may be carried out by any person able to identify such threats and with a good local knowledge of the site. Such persons do not need to be qualified specifically for tree inspections. These reactive inspections do not constitute detailed inspections, as defined by NTSG 2011. However, follow-up detailed inspections of identified trees by PTI-qualified inspectors may be required in order to prioritize remedial action if large amounts of work are involved.

## Open Spaces Department Health and Safety Plan

3.2.3 For reactive inspections following weather events, including drive-by checks, the top priority is to identify the areas of worst damage and then to prioritize the inspections in order of zonal priority but this may include areas not normally proactively inspected, if deemed necessary, because of new *serious and present dangers* created by the event or reported by others on the site.

### 4. Risk assessments and determining priorities

4.1 Risk assessments may be qualitative or quantitative to suit the needs and resources of each Division and each site. For larger, more complex sites with many targets and many trees, quantitative assessments, such as provided by a Target Risk Index (TRI), should be considered as an option to help stratify priorities and determine the order and speed with which remedial action is taken.

4.2 If a quantitative system is chosen it should be based on target sequencing to generate a Target Risk Index (TRI). Resource allocation should take an As-Low-As-Reasonably-Practicable (ALARP) approach as described in the NTSG guidance (2011 and see Figure 1 above).

4.3 A priority matrix should be formulated based on the hazard rating: - Tolerability of Risk (see Figure 1 above) and the Target Risk Index (TRI). This matrix would then enable cost-effective decisions to be made with clear justifications.

### What Documentation Should be Kept?

- Up-to-date tree zoning maps, zoning rationale and reviews
- Records of tree inspection visits/timesheets – signed and dated by inspector.
- Individual tree management recommendations and actions, preferably also on a computer GIS database (e.g. *Arbortrack*, *EzyTreev*) for larger sites
- Records of more detailed individual tree investigations if undertaken – (e.g. *Picus* tomography records of internal decay)
- Records and details of reactive inspections following severe weather events and any site closure programme.
- Records of any tree disease survey or other tree health monitoring activities.
- Records of training and copies of certificates for all relevant members of staff.
- Records of contractors and their competency checks.

### Policy Summary

As a reasonable and prudent landowner, responsible for the safe management of trees, the City of London will ensure that:

- Each Division will have tree safety management guidelines comprising of tree zone map(s), tree inspection regime, and tree risk assessment & management procedure.
- Each Division has a Responsible Person in accordance with the OS Health & Safety Policy, or appropriate delegated officer, who will ensure adherence to the Policy.
- Deal with immediate threats to public safety as a priority.
- Keep records of the assessment of trees and the remedial actions taken.
- A competent person will undertake inspections of trees to assess the risks they pose. Keep records of tree safety training and monitor these to ensure training and certificates renewed.
- Inspect areas of high use levels as soon as is reasonably practicable and within five days of any storm event, and record the appropriate measures taken to make the site safe.
- Monitor the weather forecasts and print off the relevant information and display appropriately.
- Monitor the near miss records as per the tree safety management system and transfer records to tree safety recording forms/database.
- Undertake appropriate surveys of trees for environmental factors that are hazardous to human health e.g. Oak Processionary Moth. Take appropriate action and record the activity.

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## Appendix 5

**Fire Log Books Index**

	<b>Item</b>	<b>Responsibility</b>	<b>Comments</b>
1	<b>Plans of the premises</b> or a simple line drawing showing: <ul style="list-style-type: none"> <li>- Hazards within the property</li> <li>- Position of main entrances - protected fire exit routes</li> <li>- Fire alarm panel</li> <li>- Gas/electrical intake rooms &amp; isolation points</li> <li>- Areas where special risks are present</li> <li>- Position of the two nearest fire hydrants</li> </ul>	CS OS CS CS OS CS	Log Books to be available in larger buildings and buildings with public access. MITIE to provide list of locations where they currently have folders. CS to provide the building plans.
2	<b>Fire Policy</b> relating directly to the site	OS	Evacuation procedure
3	<b>Fire Strategy for the premises</b>	OS	Local priorities for firefighting and prevention
4	<b>Arson Reduction Policy</b>	OS	e.g. keeping bins secured
5	<b>Fire Risk Assessment</b> Up to date with all remedial actions recorded	OS	
6	<b>Perpetual Planner</b> for tests and inspections	CS/MITIE	Referenced to site MITIE Folder
7	<b>Notes on, Test procedures and frequencies</b>	CS/MITIE	Referenced to site MITIE Folder
8	<b>Fire Alarm Systems</b> <ul style="list-style-type: none"> <li>- Instructions</li> <li>- List of trained persons to operate and reset the system</li> <li>- Record of tests</li> </ul>	CS/MITIE OS OS OS	Bell tests by OS on site and recorded in Log Book
9	<b>Maintenance</b> <ul style="list-style-type: none"> <li>- Door – Record of location and monthly inspections</li> <li>- Emergency Lighting System - record of tests</li> <li>- Lightning conductor inspections</li> </ul>	CS/MITIE CS/MITIE CS/MITIE	Also visual checks by OS Duty Manager Referenced to site MITIE Folder
10	<b>Fixed installations</b> - Record of tests/inspections: <ul style="list-style-type: none"> <li>- Fire extinguishers, record of tests and inspections</li> <li>- Fire shutters, smoke control and curtains</li> <li>- Hose reels - record of tests</li> <li>- Miscellaneous equipment - record of tests</li> </ul>	CS/MITIE CS/MITIE CS/MITIE OS	Referenced to site MITIE Folder Fire shutters at Crematorium Referenced to site MITIE Folder If any
12	<b>Staff Training</b>		

## Open Spaces Department Health and Safety Plan

	- Record of fire instructions & fire drills, *PEEPs assessments - Record of staff training: induction, yearly, marshal, extinguisher	OS OS	
13	<b>Visits by Fire and Rescue Service</b> Fire safety/local station familiarisation visits 7(2)D	OS	
14	<b>Specific unusual process</b> - Events relevant to your department	OS	
15	<b>Modifications to protection systems</b>	CS/MITIE	Referenced to site MITIE Folder
16	<b>Inventory of portable firefighting equipment</b>	OS	e.g. Knapsack sprayers, bowsers
		CS/MITIE	e.g. Extinguishers
17	<b>Entertainment licence</b>	OS	
18	<b>Hot Work Permit</b>	CS/MITIE	Referenced to site MITIE Folder In place in Epping Forest and probably needs to be rolled out to other divisions
19	<b>Address book</b> e-mail address, useful telephone contacts; The City of London Corporation 24 hour numbers Contractors: - Building, fire alarm engineers, Salvage, fire/security and scaffold companies. Key M & E	CS/MITIE	MITIE contacts to be included
20	<b>Record of Operational Attendance</b> of the Fire Service to alarm activations, location and reasons, for activation, date, time and call sign of the incident Commander	OS	

\*PEEPs = Personal Emergency Evacuation Plans

# Open Spaces Department Habitat Fire Management Policy

## Foreword

This policy has been drawn up as part of the City of London's Climate Change Mitigation strategy.

## 1. The need for a Departmental Habitat Fire Management Policy

The impact of habitat fires can be dramatic and harmful with the potential to lose biodiversity, restrict access and enjoyment, destroy infrastructure and diminish scenic beauty.

Habitats can take many years to recover from uncontrolled fires and management work to repair this damage is often extremely time consuming and costly.

Habitat fires are also dangerous to all who work on or use, the sites. They absorb staff time, materials and other resources that might otherwise be used more productively.

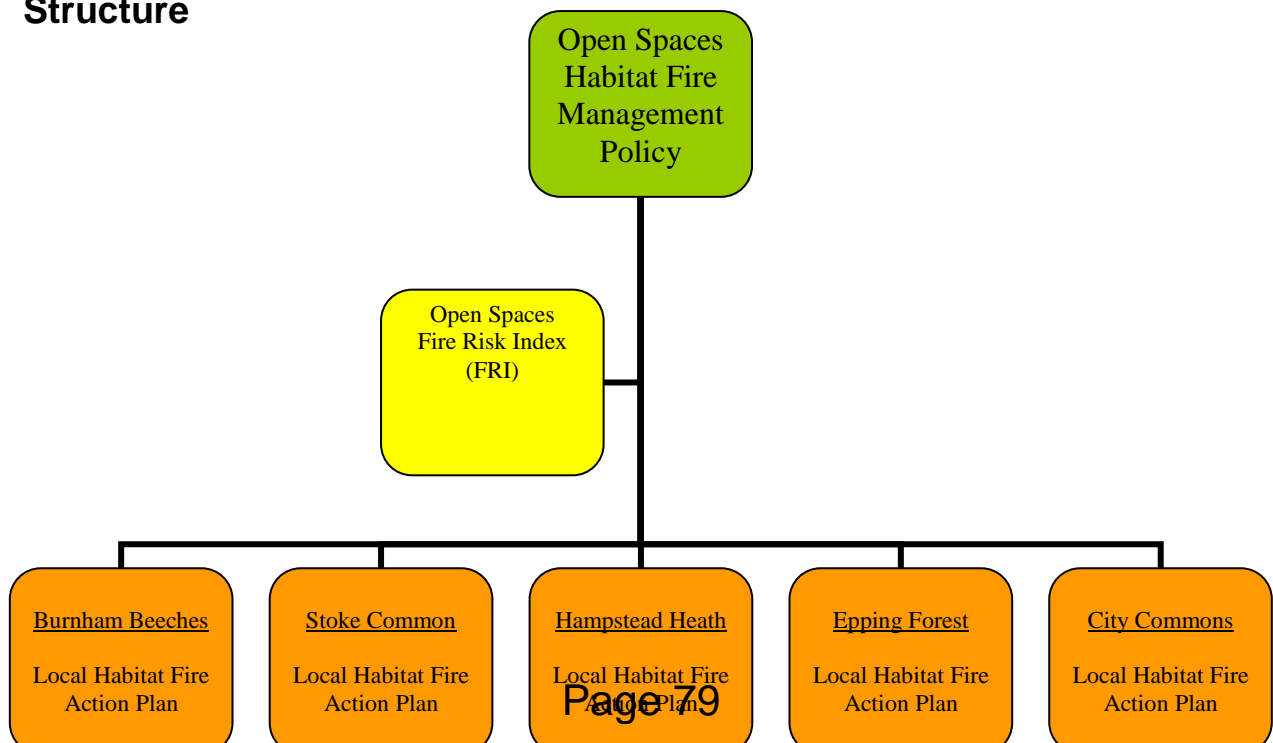
Habitat fires release gases and particulates into the atmosphere that exacerbate the impact of climate change.

## 2. The Habitat Fire Management Policy

### Aim

The Habitat Fire Policy aims to reduce the risk of harm to people, wildlife, landscape and climate, as a result of fire on the City of London's Open Spaces, as far as is reasonably practicable. It will guide the development of local '**Habitat Fire Action Plans**' and ensure a considered and consistent approach to the management of habitat fires across the Open Spaces Department.

### Structure



### Actions

- a) Each division should develop and hold an up to date **Local Habitat Fire Action Plan** that reflects the habitats found locally and contains sufficient information to ensure that habitat fires can be dealt with quickly, safely and effectively.
- b) Each Division shall use the Fire Risk Assessment Process (FRAP) to guide habitat fire related decisions.
- c) Local Habitat Fire Plans should be reviewed annually.
- d) Each Division should purchase and maintain adequate fire fighting equipment that reflects the specific needs of the site. This should include communication equipment.
- e) Each site should liaise closely with their Local Fire Services to ensure that fires can be tackled quickly and efficiently.
- f) Each site should provide staff with appropriate training to assist in the prevention and control of habitat fires.
- g) The Open Spaces Habitat Fire Management Policy will be reviewed annually by the Senior Management team. Amendments will be effectively disseminated across the department.

### 3. The Fire Risk Index (FRI)

The **FRI** is part of the fire limitation process and has been developed by Natural England. It plays a key part in lessening the frequency and impact of habitat fires across the Open Spaces Department and should be used to guide the actions set out in 'local' Habitat's Fire Plans.

The purpose of the FRI is to quantify the risk of fire for habitats commonly found on the Open Spaces. Chief amongst these are the grass and heath areas.

Fire Risk Indices for all Divisions can be found on the following Natural England web site:

<http://www.openaccess.naturalengland.org.uk/wps/portal/oasys/maps/MapSearch?mapType=fireRisk>

On this website the assessment of fire risk is expressed as an index:

- 1 = Very low**
- 2 = Low**
- 3 = Moderate**
- 4 = High**
- 5 = Exceptional**

Full instructions for using the web site are provided on the site. It is possible to get a risk forecast of up to 5 days for the chosen area.



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

The above index will be used at each Division to guide the decision making process.

The Fire Risk Indices may vary widely from day to day and Divisions may sometimes wish to take an 'average score' from the five day forecast to aid their decisions.

### **4. Local Habitat Fire Action Plans**

Superintendents will ensure that their Division/Sites have their own Habitat Fire Action Plan.

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# Agenda Item 8

<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee – For Decision	01/02/2016
Hampstead Heath Consultative Committee – For Information	07/03/2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee For Information	14/03/2016
<b>Subject:</b> Open Spaces Department – Progress on Sports Projects and Programme Board and Partnership Agreement with the Lawn Tennis Association	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry – North London Open Spaces	

## Summary

The purpose of this report is to update Members on the progress which has been made with the Sports Projects and Programme Board; specifically with regard to a review of our sports provision and the development of a strategic partnership approach with the Lawn Tennis Association (LTA), including the development of an online tennis booking application. The report also highlights the benefits of entering a partnership with the LTA which includes access to coaches and coaching models and tennis courses for all ages and abilities and seeks Members support for this approach. The report sets out our aspiration to develop tennis activity within our Open Spaces, increase usage and increase income to deliver against identified Service Based Review savings.

## Recommendations

Members are asked to:

- Note the content of this report and the progress which has been made by the Sports Programme and Project Board.
- Support a partnership approach with the Lawn Tennis Association through a Memorandum of Understanding.
- Support the implementation of the Strategic Impact Framework for the Sports Programme & Physical Activity.

## **Main Report**

### **Background**

1. The City of London owns and manages almost 4,500 hectares of historic and natural Open Space for public recreation and health. Spaces in and beyond the Square Mile have over 23 million visits each year. They include important wildlife habitats, Sites of Special Scientific Interest and National Nature Reserves for the public to enjoy. Within their Open Spaces the City of London provides or facilitates numerous sporting activities, both formal and informal.
2. The City of London works with a number of partners (for example: English Heritage, Football Foundation, Lee Valley Regional Park, Natural England, Royal Parks, Royal Society for the Protection of Birds and Sport England) to protect green spaces.

### **Current Position**

3. In order to respond to the Open Spaces Department agreed Service Based Review (SBR) savings, a Sports Programme and Project Board was set up, led by the Superintendent of Hampstead Heath. The purpose of the Board is to; carry out a review of sports provision across Open Spaces, develop a Sports and Play Strategy for Open Spaces and consider a potential new operating model to deliver SBR savings. The Board has agreed a number of projects in order to achieve identified savings and income generating opportunities.
4. A consultant has provided analysis of the full cost of sports provision across our Open Spaces. The cost of provision of sporting activities across all Open Spaces Department is estimated at £2.4m per annum; with a corresponding income of £724,000 i.e. the net cost of service is £1.7m.
5. The Sports Programme and Project Board is currently tendering for consultants to carry out a “user and non-user” consultation. This piece of work will provide a detailed understanding of the current profile of users and views (positive and negative) users have of the sports facilities within Open Spaces. A key objective is for the Department to have information on the levels of current participation and thus, potentially how participation can be maintained and increased. A second objective is to understand the reasons and barriers that exist for non-users and how we can provide future opportunities to encourage non-users to participate.
6. The research will inform the future development of the Sport and Physical Activity Framework and will be used to set measurable outcomes and annual targets for increased participation.
7. An identified SBR saving was to develop and introduce an online booking system that could be accessed by the user on a variety of devices (smart phone, PC or tablet). The saving associated with staff time and an increase in income would contribute to the SBR savings.

8. The Open Spaces Department is responsible for the management and maintenance of 34 tennis courts across four Open Spaces. These courts are located at:

- **West Ham Park** 12 courts
- **Parliament Hill Fields** 10 courts
- **Golders Hill Park** 6 courts (2 grass, 4 tarmac)
- **Queen's Park** 6 courts

9. Currently staff book and administer the booking of tennis courts. This process requires staff to be in attendance when users want to book, pay or play for a tennis court or be at the end of a phone for set periods of time. In excess of 5,400 hours of staff time are spent in the facilitation (face to face or over the phone bookings) to provide access to tennis courts across our Open Spaces. This equates to £107,500 in staff costs (April 2014 – March 2015).

### **Opportunities**

10. The Open Spaces Department encourages participation in sport and physical activity to promote healthy and active lifestyles.

11. In partnership with the LTA, there is an opportunity to access the LTA ClubSpark online tennis booking system. The ClubSpark system enables users to book tennis courts using a PC, smartphone or tablet. The system can be set up to take payments online and court bookings and membership can be managed by various modules in the application.

12. The benefits of using the ClubSpark application include:

- Customers will be able to book tennis courts online for their preferred site without having to attend the park.
- Flexible use of the staff resource, not tied to tennis booking huts for long periods.
- Reduce the need for casual staff used during the summer months.
- Data collection of users, including age, sex and location – will provide user demographics e.g. to support the development of coaching programmes and activities which meet the needs of our customers.
- Opportunity for booking applications to be used to promote relevant Open Spaces information, including marketing of events.

13. ClubSpark is free software for all LTA registered venues. To register all four City of London Open Spaces with the LTA in year 1, would cost £200 per site. Ongoing maintenance and updates would be funded by the LTA.

### **Lawn Tennis Association Partnership**

14. The London & South East region identified 12 “fast track” local authorities and strategic partners in 2015 based on current participation levels and latent demand in those areas, with a view to securing long term partnerships with the respective local authority, the LTA has allocated staff and financial resources accordingly. The City of London is one of those 12 fast track areas.

15. The LTA can provide a revenue investment package to support the delivery of long term strategic partnership and relevant business model. The LTA can also provide advice and guidance on an effective and efficient coaching model for the Open Spaces Department, which could increase income.
16. The Open Spaces Department is always seeking efficiencies as well as reviewing how it manages its tennis facilities. Specifically, online tennis has been identified as an area where the service could be improved, savings could be made and additional income generated.
17. A strategic partnership and registration with the LTA will provide the Open Spaces Department with access to an online tennis booking application called 'ClubSpark'. A copy of the draft partnership arrangement is provided at Appendix 1 (Non-Public agenda).

## **Progress**

18. In order to seek the views and inform stakeholders a period of engagement was carried out with our tennis users and non-users by an external consultant. Face to face interviews, focus group and telephone interviews took place. An executive summary of this consultation exercise is provided at Appendix 2. This work was funded by the LTA. The results of the consultation exercise will help inform a set of recommendations that will be presented to City of London stakeholders for consideration; forming part of the wider consultation process with users and non-users of our sports facilities.
19. West Ham Park has produced a tennis development plan in order to deliver their aim of "creating a more active lifestyle for local residents through increased tennis participation". This will be achieved by:
  - a. Refurbishing 9 courts and completing cyclical improvements within budget and in time for the start of the 2016 summer season (May 2016).
  - b. Introducing on-line booking system for use of the courts for informal play and organised coaching (May 2016).
  - c. Delivering a mixed programme of tennis coaching, activities and leagues which increase the number of people using the courts.
  - d. Using targeted marketing to ensure that membership mix represents local community diversity.
20. Three of West Ham Parks twelve courts were resurfaced to a high standard in 2013, the remaining 9 courts are in a poor condition. For example, there is some root encroachment from neighbouring trees that is causing heave, and in some areas the surface is loose making the courts unsuitable for play in wet conditions. The cost of resurfacing the courts is £285,000. The City Surveyor had identified £200,000 funding through the Annual Work Programme and the West Ham Park Manager has been successful in applying for a grant of £85,000k from the LTA to fund the remainder of the Project. Contractors have been appointed for these works which are due to start on site at the end of January 2016. The Project is expected to be completed by the end of April to allow the courts to be opened in May 2016.

## Next Steps

21. The ClubSpark application will be developed further with support from the LTA.
22. Staff in the Open Spaces Department will assist in the development of arrangements e.g. times/days that advanced bookings can be made, when coaching sessions can be delivered and when courts will be closed for routine maintenance.
23. Training would be delivered by the LTA to ensure staff who interact with our tennis users are competent in the booking process and are able to use the application and its functions effectively.
24. Queen's Park will approach the LTA in 2016/17 (subject to Additional Work Programme budget) to seek a grant to assist with the refurbishment of its six tennis courts.

## Corporate & Strategic Implications

25. The Sports Programme will be the mechanism for the delivery of sports, both formal and informal, across the Open Spaces Divisions meeting the Departmental objective to: *'Improve the health and wellbeing of community through access to green space and recreation'*. The Sports Programme also meets the Open Spaces Department Charitable objectives of; *'The preservation of our open spaces for the recreation and enjoyment of the public'*.
26. The Sports Programme also supports the City of London strategic aim; *To provide valued services, such as education, employment, culture and leisure, to London and the nation.* (Corporate Plan 2015 – 19).

## Implications

27. **Financial Implications** – Any financial costs to deliver the Sports projects are being met from Open Spaces Local Risk Budgets. Additional funding through the LTA will be considered in the future to support the refurbishment. Currently the Open Spaces Department recovers 38% of costs through tennis, as an activity in the Open Spaces.
28. The Sports Programme will help contribute to the departmental savings identified as part of the corporate SBR process. The Online Tennis Booking Project has an identified SBR saving of £20,000. A reduction in the use of casual staff and increased income through membership and usage of the tennis courts will assist in the delivery of these savings.

## Conclusion

29. It is important to encourage physical activity in our Open Spaces; one way of achieving this is by supporting people to play tennis and increasing usage on our tennis courts. The City of London, Open Spaces Department aspires to see an increase in sports participation. Introducing the right business model will support

the City of London in delivering tennis court facilities that are sustainable and accessible for future generations.

## **Appendices**

- Appendix 1 - LTA Memorandum of Understanding (Non-Public Agenda item).
- Appendix 2 - Executive Summary – City of London Tennis User and Non User Consultation.

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## Appendix 2.

### Executive Summary – City of London Tennis User and Non User Consultation

- Of the 135 users interviewed 69% were male and 31% female
- The largest age category was the 45-65 group, with 43% falling into this, followed by the 25-45 year olds, who made up 41%
- 73% of the sample stated they only played at this location
- In terms of frequency of playing 80% stated that they played at least once a month or more, with 19% playing regularly but less than once a month
- In terms of satisfaction levels, the highest levels were for the “accessibility” of the court, the courts themselves and the VFM of the courts, the lowest levels were for the booking system and “other facilities around the courts”
- When asked if they would be willing to pay for improved services such as improved booking, 28% said “yes definitely”, with a further 33% saying “perhaps/maybe”
- There was significant interest in coaching, with 39% saying they were interested in “one to one” sessions and another 39% saying interested in “group coaching”
- Only 16% stated that they currently participated in competitions, with 48% stating that they would be interested in taking part in them, either occasionally or on a regular basis
- The feedback from staff was generally one of concern/suspicion about the introduction of an online booking system, as they felt that this would impinge on the level of service to the end user, although some of them could see that the introduction of a better booking system was necessary
- Equally some customers from the focus groups were concerned that the introduction of an online booking system would mean less “face to face” personal service on site. There seem to be some “informal” procedures, that both customers and staff like, and that do seem to work for both parties, however this may not be the best system/procedures in terms of effectiveness and increasing usage/income
- Most staff and stakeholders felt that there were real opportunities to increase usage through improved coaching opportunities, and the introduction of more structure sessions, ladders/leagues etc.

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<b>Committee(s)</b> Open Spaces and City Gardens – For decision	<b>Dated:</b> 01 Feb 2016
<b>Subject:</b> Implementation of Grants Review	<b>Public</b>
<b>Report of:</b> Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Neil Davies, Head of Corporate Performance and Development	

## Summary

As part of the Service Based Review, a review of the grant giving activities of the City of London Corporation under City Fund and City’s Cash was commissioned. The results of the review were reported to Members during 2015, and a new approach to grant giving was agreed, with a target implementation date of 1 April 2016.

One of the key principles of this new approach was to consolidate the City Corporation’s grants programmes under “a smaller number of distinct themes which reflect the City Corporation’s priorities”. Proposals for four themes, including “Enjoying Open Spaces and the Natural Environment” are being presented to the Policy and Resources Committee in February for their approval. For each agreed theme, it is intended that the governing Committee be consulted on sub themes and associated eligibility criteria, before applications for grants under the new arrangements are invited.

As this Committee does not meet between the date of the Policy and Resources Committee in February and the target commencement date for the new arrangements, Members’ approval is being sought to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider the matters outlined above, should the Policy and Resources Committee agree to an open spaces/natural environment theme.

## Recommendation

Members are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree the sub themes and eligibility criteria for the proposed grant giving theme of “Enjoying Open Spaces and the Natural Environment”, subject to that theme being agreed by the Policy and Resources Committee.

## **Main Report**

### **Background**

1. As part of the Service Based Review, a cross-cutting review of the grant giving activities of the City of London Corporation under City Fund and City's Cash was commissioned. The objectives were to analyse the grants programmes offered by the Corporation to develop a more consistent approach to grant giving, improve value for money and increase impact.
2. Following the agreement of the Policy and Resources Committee to the overall approach proposed, the review report was considered by the various Committees and Boards with responsibilities for grant giving. This included the Open Spaces and City Gardens; Epping Forest and Commons; Hampstead Heath, Highgate Wood and Queen's Park; and West Ham Park Committees.
3. One of the key principles of the agreed approach was to consolidate the City Corporation's grants programmes under "a smaller number of distinct themes which reflect the City Corporation's priorities".

### **Current Position**

4. Following the recruitment of a dedicated project manager in November 2015, work has been undertaken to investigate how the detailed recommendations and principles identified within the grants review report should be implemented. The target commencement date for the new arrangements is 1 April 2016.
5. The broad outline for the new process is:
  - Resource Allocation Sub Committee/Policy and Resources Committee identifies priorities for grant giving activities, and sets the annual quantum for each programme;
  - The relevant Service Committee(s) agree appropriate sub-themes and eligibility criteria and consider applications related to priorities within their area of responsibility, and
  - The Finance Grants Sub Committee monitors the grants which have been awarded and reports annually to the Resource Allocation Sub Committee on the effectiveness of the scheme.
6. Following consideration of the potential themes identified in the review report, and discussion with Chief Officers, four funding themes for 2016-2018 are being proposed to the Policy and Resources Committee in February. These include the theme of "Enjoying Open Spaces and the Natural Environment", governance for which would be the responsibility of the Open Spaces and City Gardens Committee.
7. Your officers have also considered sub themes that could be adopted by your Committee, should the Policy and Resources Committee agree to the proposal for an open spaces/natural environment theme. The draft sub-themes are:
  - Connecting communities with their green spaces;
  - Promoting nature conservation;

- Promoting sport and physical activities, and
  - Supporting community events.
8. Your officers will also be developing relevant eligibility criteria to be applied to grant applications under the agreed themes. As far as possible, the application process will be standardised across the themes, and administrative management will be consolidated under the Chief Grants Officer. The Chief Grants Officer has also been involved in the development and oversight of the work programme to implement the review recommendations.

### **Proposal**

9. As this Committee does not meet between the date of the Policy and Resources Committee in February and the target commencement date for the new arrangements, your Committee is asked to give early consideration to the prospective sub-themes outlined at paragraph 7 above and agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final sub-themes and eligibility criteria. These would also be circulated to the full Committee ahead of sign-off for information and any further comments.

**Appendices:** None

### **Background Papers**

Grant Giving: report of cross-cutting Service Based Review, presented to:

- Open Spaces Committee 8 June 2015
- West Ham Park Committee 27 July 2015

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<b>Committee(s):</b>	<b>Date:</b>
Open Spaces & City Gardens Committee	1 <sup>st</sup> February 2016
<b>Subject:</b>	<b>Public</b>
Superintendent's update February 2016	
<b>Report of:</b>	<b>For Information</b>
Superintendent of Parks & Gardens	
<b>Summary</b>	
<p>This report provides an update to Members of the Open Spaces &amp; City Gardens Committee on management and operational activities across the City Gardens section since December 2016.</p>	
<b>Recommendation</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report</li> </ul>	

## Main Report

### **Budget**

1. The City Gardens budget is in line with agreed budget profiles. Income from Section 106 project work so far this year has been lower than in previous years.

### **Personnel**

2. A full complement of staff is in place.

### **Operational Activities**

3. The City Gardens team have started work implementing the second phase of replacing a further sixteen timber planters with concrete planters on the Barbican Estate, the project will be completed by the end of March. As part of this project there will be a two day road closure in Moor Lane to enable a large crane to manoeuvre the planters into place. Barbican staff will keep Barbican residents fully informed regarding the project's progress.
4. An increasing number of dogs being let off their leads and bicyclists cycling through the main thoroughfare of Bunhill Fields Burial Ground is causing a nuisance to park users and breaching the site's Byelaws.
5. Parkguard Ltd, an independent community safety service, has recently been contracted to deliver patrols on the Golden Lane and Mansell Street Estates

regarding similar issues as a pilot from February to August 2016. As part of this contract Parkguard Ltd will undertake patrols at key times in Bunhill Fields to evaluate if their presence improves these issues. Findings will be reported to committee in the autumn.

6. The City Gardens Team continues to work 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.

### **Community, Volunteering, Outreach and Events**

7. The annual Christmas tree lighting ceremony held on 8<sup>th</sup> December 2015 was attended by the Lord Mayor and hosted by St Paul's Cathedral School. Over eighty people were in attendance including Members, staff, residents, City Garden Guides, Friends of City Gardens and volunteers.
8. The annual RSPB Big Garden Bird watch 2016 is scheduled for Saturday 30<sup>th</sup> January; more information can be found on the City Gardens website.
9. City Gardens will be representing London in the Royal Horticultural Society's Britain in Bloom campaign this year in the Town category. The Friends of City Gardens will take on a more prominent role in the planning of this along with London- and City in Bloom campaigns. A launch event is planned at the end of February to generate interest and launch all three campaigns.
10. Rebecca Louise Laws, a well-known dried flower artist, will be creating a cut flower display using our gardens as inspiration. The display will be held in the City marketing suite from April to September. School children, volunteers, Friends of City Gardens amongst others will be invited to take part in installing the feature in mid-April and it will be promoted as part of Open Squares weekend.
11. Open Squares weekend will take place on 18th and 19th June this year. Events for City Gardens will include a number of guided walks and talks, including one delivered by Professor Nigel Dunnett about Beech Gardens. Five poets will be in residence, teas and coffees will be served, and a plant sale and a photography exhibition will held.

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<b>Committees:</b>	<b>Dates:</b>
Streets and Walkways Sub-Committee	11 January 2016
Planning and Transportation Committee	12 January 2016
Projects Sub-Committee	26 January 2016
Open Spaces and City Gardens Committee	01 February 2016
<b>Subject:</b> Gateway 4 Detailed Options Appraisal: London Wall Place Section S106/278 Highway and Public Realm Improvements	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>

## Summary

### Dashboard

- Project Status: Green
- Timeline: Gateway 4
- Project estimated cost: Circa £ 4.8M
- Spent to date: £342,924 of approved budget of £388,000
- Overall project risk: Green
- Importance to Cultural Hub: Medium

### **1.0 Progress to date including resources expended and any changes since previous gateway**

1.1 Planning permission for the London Wall Place development at the former St. Alphage House site was granted in June 2011. This project relates to the highway changes (Section 278 funded) and public realm improvements (Section 106 funded) required to integrate the development into the public highway and must be delivered in time for the building's practical completion in May 2017. The first Section 278 Agreement was signed in September 2014.

1.2 The project involves a wide range of measures on the highway around the development that: enables access to the new buildings for people and vehicles; enables and enhances provision for pedestrians by providing improved footways and crossings; and enhances the public realm in St. Alphage Gardens to provide an improved environment for the high number of workers, residents and visitors expected in the area.

1.3 The Gateway 3 report for this project was approved in March 2015 where approval was given for the development of detailed options.

1.4 The project objectives for the highway changes and public realm improvement proposals have been developed in conjunction with key stakeholders who make up the London Wall Place Working Party (see Appendix 10 for Working Party members).

1.5 Of the **31** project objectives (see Appendix 11):

- **23** are delivered by the proposals for highway change and public realm improvements in this project;
- **4** relate to building management issues which do not involve highway

- interventions (and can be addressed through other processes); and
- **2** are outside the scope of this project and will be addressed by other programmes.

- 1.6 The two remaining objectives that are not met by the project proposals relate to issues regarding the location and nature of building protection measures on London Wall for London Wall Place; and how these could be integrated with measures to improve the quality of the public realm (i.e. landscaping or “greening”) along London Wall.
- 1.7 It is noted that a number of Working Party members (including the tenant, the Barbican Association and the Alderman for the Ward of Bassishaw) feel that further public realm improvements should be made on London Wall, where feasible and subject to funding.
- 1.8 As reported in the last Gateway 3 report; the City, developer and tenant are working jointly to resolve the above issue which sits outside the scope of this (primarily) s278 project. The results of this parallel work stream will be reported separately to Members.
- 1.9 Briefing sessions on the highway and public realm proposals have been held, with the Ward Members of Aldersgate, Bassishaw, Coleman Street and Cripplegate invited to attend.
- 1.10 Since the project commenced in September 2013, a total of £342,924 of an approved budget of £388,000 has been expended as shown in Appendix 1.

## **2.0 Overview of options**

- 2.1 The proposed highway changes and public realm improvements, which have been developed in consultation with the London Wall Place Working Party, consist of three main work streams:
  - (i) Highway changes to accommodate the development (s278 developer obligation) on Fore Street, Fore Street Avenue, London Wall and Wood Street; and
  - (ii) Kerbside provision and public realm improvements on Fore Street and Wood Street - split funding between s278 (essential works) and s106 (enhancements)
  - (iii) Public realm improvements on St. Alphage Garden (the street) and in St. Alphage Gardens -split funding between s278 (essential works) and s106 (enhancements)
- 2.2 The recommended changes to the highway required to accommodate the new buildings are detailed in Appendix 2:
  - Widening of the footway on the northern side of London Wall between Wood Street and Fore Street Avenue;
  - Repaving of footways around the development in York stone;

- A courtesy crossing on Fore Street Avenue;
- Renewal of structural joints and waterproofing on London Wall;
- An informal crossing point for pedestrians on London Wall;
- Lighting works at various locations around the development;
- Upgrading the London Wall / Wood Street junction\*.

These highway changes are presented as a single option as they have been influenced by the form of the development and are supported by the Working Party.

\*As part of upgrading the London Wall / Wood Street junction, the feasibility of removing the right turn ban into Wood Street north will be explored as part of the detailed design stage.

2.3 In addition there are two highway proposals that are presented as options:

- 3 options to change the highway layout on London Wall eastbound between Wood Street and Fore Street Avenue; and
- 2 options to change kerbside provision on Fore Street and Wood Street.

#### Highway Layout Options on London Wall (between Wood Street and Fore Street Avenue)

2.4 The modelling of projected pedestrian demand on the north side of London Wall provides a robust case for the need to widen the footway. Widening of the footway entails the subsequent narrowing of the eastbound London Wall carriageway. Due to the underlying structural constraints of the London Wall Car Park it is not practically feasible to move or remove the central reservation. With the remaining 6.4m of carriageway, the following three options have been drafted for changing the highway layout on London Wall (eastbound), see Appendix 3:

Option 1 – two traffic lanes (removal of cycle lane);

Option 2 – one traffic lane and one cycle lane (removal of 1 traffic lane); and

Option 3 – one bus lane and one traffic lane (converting 1 traffic lane to a bus lane that can be used by buses and cyclists)

2.5 The cost implications between the 3 options is negligible as the primary cost difference relate to signing and road markings.

2.6 Members are asked to note that proposals are emerging from Transport for London to re-route a number of bus services along London Wall as a result of the change that the arrival of Crossrail will make to London travel patterns.

2.7 Therefore, as the design and cost implications between the options are negligible, a decision on the highway layout for London Wall eastbound (between Wood Street and Fore Street Avenue) can be taken at Gateway 5 (in about 6 month's time) when more detail on the bus route proposals will be available.

2.8 An equalities impact assessment has been undertaken and the design proposals, providing improved pedestrian crossings, widened footways and courtesy crossings will provide a safer area for all users, including the visually impaired and less ambulant pedestrian or wheelchair user.

### Options for Kerbside provision on Wood Street and Fore Street

- 2.9 In response to the locations of the new buildings' service bays, changes must be made to the locations of parking bays, a cycle hire docking station and yellow lines on Fore Street, Fore Street Avenue, St. Alphage Garden and Wood Street. Two options have been considered to achieve the change required. See Appendix 4 for details of Options A and B.
- 2.10 Option A represents the minimum intervention required to meet the needs of the development which involves the reorganisation of parking bays, cycle hire site and yellow lines. Option B delivers the same function but with additional public realm enhancements in the form of widened footways on Fore Street and Wood Street (and potentially trees). Option B has a higher cost but more closely aligns with the project objective of making Fore Street and Wood Street a pedestrian friendly environment.
- 2.11 In a briefing to Barbican Association residents (the St. Alphage sub committee), both options had varying degrees of support. Therefore both Options should be consulted on, with the design, cost and funding source of the preferred option to be reported at the next Gateway.
- 2.12 A preferred option to improve the public realm in St. Alphage Gardens was agreed unanimously by the Working Party. This will see the gardens widened and enhanced to provide a more pleasant and flexible space. This improvement will be split between S278 funding (on public highway) and S106 funding (in the gardens).

### Public realm improvements on St. Alphage Garden and St. Alphage Gardens

- 2.13 The London Wall Place Working Party established seven clear objectives for the enhancement of St Alphage Garden (the street) and St Alphage Gardens (the open space) set out in Appendix 5. These objectives were approved by Streets and Walkways and Projects Sub Committees at Gateway 3 and have formed the basis of the design proposals for the space.
- 2.14 The site is bounded by the historic London Wall and Salters' Hall Gardens to the north, the development of London Wall Place to the east and south, and Wood Street to the west. It is a multi-level space which includes the public highway of St Alphage Garden, the raised space owned by the Parish of St Giles' Cripplegate Church, and the sunken space owned by the City of London (see Appendix 6).
- 2.15 Whilst there are significant opportunities associated with the site context, there are also a number of key constraints. St. Alphage Gardens is a sensitive historical and archaeological location, enclosed to the north by a section of the Roman and medieval City wall and with the potential for burials and medieval remains, including the foundations of the church. Therefore much of the site is designated as a scheduled monument, which will necessitate careful design and planning of the implementation.
- 2.16 The significant level changes mean that creating step free access into the

lower space will not be feasible within the site; however level access will be provided via the new publicly accessible landscape at London Wall Place and Salters' Hall Gardens.

2.17 In order to address the objectives set by the project Working Party, two distinct design options were developed following Gateway 3 approval (see Appendix 7). The two design approaches were presented back to the Working Party and unanimous support was given to the open design approach where redundant carriageway space is utilised to extend the gardens and create greater connection with the new landscape at London Wall Place.

2.18 The preferred option as shown in Appendix 8 is based around the concept of creating three interconnected yet distinctive spaces with the historic London Wall as the backdrop, providing continuity and a strong sense of place. The key proposals include:

- A new reoriented staircase into the sunken garden;
- Extension of the upper area into the public highway in the form of stepped seating;
- New accessible seating throughout the area;
- Partial removal of the carriageway of St Alphage Garden to be paved with York stone;
- Raised carriageway east of vehicle loading entrance, to be paved in granite setts;
- New lighting to complement emerging proposals at London Wall Place;
- Retention or replacement of existing trees where appropriate;
- Interpretation of the history of the site integrated within the landscape;
- Minimising opportunities for skateboarding in the design approach.

2.19 The preferred option has been progressed with the involvement of key stakeholders, including local Ward Members, the church, the developer and residents from the Barbican Association and Roman House.

2.20 Whilst the original driver for this project was the works to the public highway through the Section 278 Agreement, the level of intervention through the emerging proposals goes beyond the scope of functional Section 278 works. It is therefore recommended that the funding for these works are divided between the Section 278 and Section 106 Agreements associated with the development. The s278 funding would cover works on the public highway and the s106 funding would cover works in the gardens.

### **3.0 Proposed way forward and summary of recommended option**

3.1 It is proposed the project now progresses to detailed design including further investigation on the details of the car park structures and other infrastructure.

3.2 As part of the detailed design process, consultation will be undertaken with local residents, businesses and the wider public on the measures proposed.

3.3 The highway works required have positive impact on the Cultural Hub by improving connections and conditions for pedestrians along London Wall

which is one of the key approach routes for the area. Any of the highway options proposed are forecast to have minimal traffic impact and will not compromise the possibility for future change at the western end of London Wall.

#### 4.0 Procurement approach

4.1 The design drawings and construction package will be produced by our in-house design team. Other external suppliers will be procured in compliance with City Procurement Regulations.

4.2 The works will be implemented by the City of London's Term Highway Contractor. These will be delivered in phases and coordinated with the developer's programme and the operational needs of the local key stakeholders, such as Crossrail.

#### 5.0 Financial implications

5.1 The table below shows the total estimated costs of the recommended highway changes in Appendices 2, 3 and 4.

##### Total Estimated Project Costs s106/s278

Description	Estimated Cost – Recommend Options + Option A (kerbside provision)	Estimated Cost – Recommend Options + Option B (kerbside provision)
Works Costs	£3,627,225	£3,927,225
Commuted Maintenance sum	£185,000	£185,000
Fees	£370,000	£400,000
Staff Costs	£630,000	£650,000
Hospitality	£2,000	£2,000
<b>Total Estimated Costs</b>	<b>£4,814,225</b>	<b>£5,164,225*</b>

\* in the event that Option B becomes the recommended option for the kerbside provision on Fore Street and Wood Street (following the results of the public consultation) and the projected project costs exceed £5M, a Gateway 4b report will be sent for consideration by the Court of Common Council.

5.2 The table below summarises the current funding strategy for the project.

##### Funding Strategy

Funding Source	Amount
London Wall Place - s278	£ 3,723,825
London Wall Place - s106 Local Community and Environmental Improvement Works Contribution	£ 1,094,420*
<b>Total</b>	<b>£ 4,814,225</b>

\* s106 Local Community and Environmental Improvement Works Contribution plus any accumulated interest

## **6.0 Recommendations**

6.1 It is recommended that Members of the Streets and Walkways and Projects Sub Committees:

- Approve the proposed highway changes shown in Appendix 2 to be progressed to detailed design;
- Note that public consultation on the proposals for Options A and B (kerbside provision) follows this report;
- Agree an increase in budget of £583,300 to complete detailed design as shown in Appendix 9;
- Delegate authority for any adjustments between elements of the £971,300 required budget to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved budget of £971,300 is not exceeded; and
- Authorise Officers to enter into any legal agreements required to progress as proposed.

6.2 It is recommended that Members of the Open Spaces and City Gardens Committee and Projects Sub Committee:

- Approve the recommended option for St. Alphage Gardens to be progressed to detailed design.

6.3 It is recommended that Members of the Planning and Transportation Committee:

- Approve the undertaking of detailed design on the structural elements of the project proposals.

### **Options Appraisal Matrix**

See attached.

### **Appendices**

<b>Appendix 1</b>	Expenditure Incurred to Date
<b>Appendix 2</b>	Recommended Highway Changes
<b>Appendix 3</b>	London Wall Highway Layout Options
<b>Appendix 4</b>	Wood Street / Fore Street Kerbside Provision Options
<b>Appendix 5</b>	St. Alphage Gardens Working Party Objectives
<b>Appendix 6</b>	St. Alphage Gardens Existing
<b>Appendix 7</b>	St. Alphage Gardens Design Options
<b>Appendix 8</b>	St. Alphage Gardens Recommended Option
<b>Appendix 9</b>	Estimated Cost to Complete Detail Design
<b>Appendix 10</b>	London Wall Place Working Party members
<b>Appendix 11</b>	London Wall Place Project Objectives

### **Contact**

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<b>Email Address</b>	<a href="mailto:kristian.turner@cityoflondon.gov.uk">kristian.turner@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 7332 1745

## Options Appraisal Matrix – London Wall

The Options Appraisal Matrix below is presented as a single recommended option as the majority of the highway changes are required for the development and are agreed by the Working Party. There are two areas for which separate options are presented but these are relatively minor in the wider project scope.

	<i>Recommended Option</i>
<b>1. Brief description</b>	<p>The recommended highway changes are shown in Appendix 2 and consists of:</p> <ul style="list-style-type: none"> <li>– The widening of the footway on the northern side of London Wall between Wood Street and Fore Street Avenue;</li> <li>– Repaving of footways around the development in York stone;</li> <li>– Upgrading the London Wall/Wood Street junction;</li> <li>– A courtesy crossing on Fore Street Avenue;</li> <li>– Renewal of structural joints and waterproofing on London Wall;</li> <li>– An informal crossing point for pedestrians on London Wall;</li> <li>– Lighting works at various locations around the development.</li> </ul> <p>Two highway changes are presented as options, shown in Appendices 3 and 4:</p> <ul style="list-style-type: none"> <li>• 3 options to change the highway layout on London Wall; and</li> <li>• 2 options to change kerbside provision on Fore Street and Wood Street.</li> </ul> <p>The recommended design option for St Alphage Gardens will utilise redundant carriageway space to extend the gardens and create greater connection with the new landscape at London Wall Place. A new reoriented staircase along with new seating, lighting, hard and soft landscaping will deliver a significantly improved public space for workers, visitors and residents in the area.</p> <p>The London Wall Place landscaped private realm is of a very high quality, hence the streets and spaces surrounding the development need to match this high standard. The use of high quality material such as York stone and granite setts (at crossovers, where feasible) is therefore proposed at the request of the developer.</p>



	<b><i>Recommended Option</i></b>														
<b>2. Scope and exclusions</b>	<p>The project involves the evaluation, design and implementation of the recommended option if approved by Members.</p> <p>A notable exclusion is the works to the highwalks through the development which are covered by a separate Section 106 Agreement.</p>														
<b><i>Project Planning</i></b>															
<b>3. Programme and key dates</b>	<table border="1"> <thead> <tr> <th>Date</th> <th>Task</th> </tr> </thead> <tbody> <tr> <td>January 2016</td> <td>Gateway 4 (as submitted)</td> </tr> <tr> <td>March 2016</td> <td>Public Consultation</td> </tr> <tr> <td>June 2016</td> <td>Enter into second Section 278 Agreement</td> </tr> <tr> <td>July 2016</td> <td>Gateway 5</td> </tr> <tr> <td>Nov-2016 onwards</td> <td>Construction begins for about 12-18 months</td> </tr> <tr> <td>Mid-2018</td> <td>Gateway 7</td> </tr> </tbody> </table>	Date	Task	January 2016	Gateway 4 (as submitted)	March 2016	Public Consultation	June 2016	Enter into second Section 278 Agreement	July 2016	Gateway 5	Nov-2016 onwards	Construction begins for about 12-18 months	Mid-2018	Gateway 7
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Mid-2018	Gateway 7														
<b>4. Risk implications</b>	<p><b>Overall project risk: Low</b></p> <p>Risk breakdown:</p> <ul style="list-style-type: none"> <li>• Damage to reputation of the City of London from non-delivery or delayed delivery.</li> <li>• Securing design approvals from external parties such as Transport for London.</li> <li>• Risk to project programme from development contractor releasing the highway back for s278 works.</li> <li>• Risk to project programme from possible archaeological finds at St. Alphage Gardens.</li> </ul>														
<b>5. Benefits and disbenefits</b>	Not applicable as no other real options exists for the purposes of comparison.														
<b>6. Stakeholders and</b>	Anticipated external stakeholders are already engaged as part of the London Wall Place Working Party.														

	<b><i>Recommended Option</i></b>															
<b>consultees</b>	<p>Internal stakeholders are represented on the Senior Officer group and on the joint design meetings that are held internally and with the developer.</p> <p>Crossrail will be a key consultee in the development of the implementation programme and during the works as their Lorry Holding Area is on London Wall.</p> <p>Other internal stakeholders such as the Access Team, Planning and Chamberlains will be consulted as necessary.</p> <p>St. Alphage Garden is a sensitive historic and archaeological location and all stakeholders, including the City Development Division and Historic England, will be consulted as necessary.</p>															
<b><i>Resource Implications</i></b>																
<b>7. Total Estimated cost</b>	<p>The total estimated costs for the recommended option will be in the order of £4.8M inclusive of staff costs, professional fees and construction costs as shown below.</p> <p>This cost includes the costs of structural works to the roof of the London Wall car park which has not yet been formally agreed by the developer. The status of this will be confirmed at Gateway 5.</p> <table border="1" data-bbox="719 903 1852 1302"> <thead> <tr> <th>Description</th> <th>Estimated Cost – Recommend Options + Option A (kerbside provision)</th> <th>Estimated Cost – Recommend Options + Option B (kerbside provision)</th> </tr> </thead> <tbody> <tr> <td>Works Costs</td> <td>£3,627,225</td> <td>£3,927,225</td> </tr> <tr> <td>Commuted Maintenance sum</td> <td>£185,000</td> <td>£185,000</td> </tr> <tr> <td>Fees</td> <td>£370,000</td> <td>£400,000</td> </tr> <tr> <td>Staff Costs</td> <td>£630,000</td> <td>£650,000</td> </tr> </tbody> </table>	Description	Estimated Cost – Recommend Options + Option A (kerbside provision)	Estimated Cost – Recommend Options + Option B (kerbside provision)	Works Costs	£3,627,225	£3,927,225	Commuted Maintenance sum	£185,000	£185,000	Fees	£370,000	£400,000	Staff Costs	£630,000	£650,000
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		<b>Recommended Option</b>										
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		<b>Total Estimated Costs</b>	<b>£4,814,225</b>	<b>£5,164,225*</b>								
		* in the event that Option B becomes the recommended option for the kerbside provision on Fore Street and Wood Street (following the results of the public consultation) and the projected project costs exceed £5M, a Gateway 4b report will be sent for consideration by the Court of Common Council.										
<b>8. Funding strategy</b>	<table border="1"> <thead> <tr> <th><b>Funding Source</b></th> <th><b>Amount</b></th> </tr> </thead> <tbody> <tr> <td>London Wall Place - s278</td> <td>£ 3,723,825</td> </tr> <tr> <td>London Wall Place - s106 Local Community and Environmental Improvement Works Contribution</td> <td>£ 1,094,420*</td> </tr> <tr> <td><b>Total</b></td> <td><b>£ 4,814,225</b></td> </tr> </tbody> </table> <p>* Includes the s106 Local Community and Environmental Improvement Works Contribution plus any accumulated interest</p>				<b>Funding Source</b>	<b>Amount</b>	London Wall Place - s278	£ 3,723,825	London Wall Place - s106 Local Community and Environmental Improvement Works Contribution	£ 1,094,420*	<b>Total</b>	<b>£ 4,814,225</b>
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<b>Total</b>	<b>£ 4,814,225</b>											
<b>9. Estimated capital value/return</b>	Not applicable as no other real options exists for the purposes of comparison.											
<b>10. Ongoing revenue implications</b>	There is a revenue implication to maintain the improved footways which are requested by the developer. A commuted sum has been estimated for to maintain the York stone paving for the anticipated lifecycle of the building. This will be funded through the Section 278 Agreement.											
<b>11. Investment appraisal</b>	Not applicable as no other real options exists for the purposes of comparison.											
<b>12. Affordability</b>	The extent of the recommended option that will be implemented is subject to funding and will be confirmed at Gateway 5.											
<b>13. Procurement strategy</b>	The detail design and construction package will be undertaken by the in-house Highways Team. Other external suppliers will be used for technical surveys and investigations such as utility searches and radar surveys. These will be procured in compliance with the City Procurement Regulations.											

	<b><i>Recommended Option</i></b>
	Construction will be undertaken by the City of London's Term Highway Contractor.
<b>14. Legal implications</b>	<p>There are no known legal implications resulting from this proposal aside from the need for a legal agreement should any voluntary contribution be forthcoming from the developer.</p> <p>The s106 Agreement pertaining to London Wall Place was concluded on 26<sup>th</sup> August 2011, followed by the s278 Agreement on 9<sup>th</sup> September 2014.</p>
<b>15. Corporate property implications</b>	There are no known corporate property implications at this time although it is acknowledged that the City of London is also the owner and of the London Wall Car Park.
<b>16. Traffic implications</b>	<p>Whilst this location on London Wall is not part of the Strategic Road Network (SRN), the SRN is nearby to the east at Moorgate and to the west at the Rotunda, therefore the appropriate co-ordination will be done with Transport for London.</p> <p>Traffic analysis and modelling of the pedestrian and cycling improvements at the London Wall / Wood Street has demonstrated that the current proposals can be achieved with minimal impact to the movement of motorised vehicles on the local traffic network. The traffic modelling results at this junction demonstrates:</p> <ul style="list-style-type: none"> <li>• That whilst degree of saturations will increase in general on the approaches, the junction will continue to operate within capacity and less than the practical maximum operating capacity of 90 percent.</li> <li>• The proposal will also cause traffic queue lengths to increase slightly. However, these increases will only vary between one and six cars from existing at peak times and is not expected to affect the operation of the remainder of London Wall.</li> </ul> <p>For the remainder of London Wall there will be negligible traffic impact as the proposals do not cause any change to the operation of the Moorgate junction which is the main constraint on traffic in the area.</p>
<b>17. Sustainability and energy implications</b>	It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for the design life of the asset.

	<b><i>Recommended Option</i></b>																																				
<b>18. IS implications</b>	There are no known IS implications at this time.																																				
<b>19. Equality Impact Assessment</b>	The Access Team has been consulted throughout the project and will continue to be consulted throughout the detailed design process.																																				
<b>20. Recommendation</b>	Recommended																																				
<b>21. Next Gateway</b>	Gateway 5 - Authority to Start Work																																				
<b>22. Resource requirements to reach next Gateway</b>	<p>The budget required to reach the next Gateway is £971,300, of which £760,500 is s278 funded and £210,800 is s106 funded.</p> <table border="1"> <thead> <tr> <th colspan="4"><b>London Wall Place Section 278</b></th> </tr> <tr> <th><b>Description</b></th> <th><b>Approved (£)</b></th> <th><b>Increase (£)</b></th> <th><b>Revised Budget (£)</b></th> </tr> </thead> <tbody> <tr> <td>Pre-evaluation Fees</td> <td>173,000</td> <td>97,000</td> <td>270,000</td> </tr> <tr> <td>Pre-evaluation P&amp;T Staff Costs</td> <td>179,000</td> <td>109,500</td> <td>288,500</td> </tr> <tr> <td>Pre-evaluation Highways Staff Costs **</td> <td>31,000</td> <td>149,000</td> <td>180,000</td> </tr> <tr> <td>Pre-evaluation Open Spaces Staff Costs **</td> <td>3,000</td> <td>0</td> <td>3,000</td> </tr> <tr> <td>Pre-evaluation DBE Structures Staff Costs **</td> <td>0</td> <td>17,000</td> <td>17,000</td> </tr> <tr> <td>Hospitality *</td> <td>2,000</td> <td>0</td> <td>2,000</td> </tr> <tr> <td><b>Total</b></td> <td><b>388,000</b></td> <td><b>372,500</b></td> <td><b>760,500</b></td> </tr> </tbody> </table> <p>* Revenue item ** After budget adjustment in Appendix 1</p>	<b>London Wall Place Section 278</b>				<b>Description</b>	<b>Approved (£)</b>	<b>Increase (£)</b>	<b>Revised Budget (£)</b>	Pre-evaluation Fees	173,000	97,000	270,000	Pre-evaluation P&T Staff Costs	179,000	109,500	288,500	Pre-evaluation Highways Staff Costs **	31,000	149,000	180,000	Pre-evaluation Open Spaces Staff Costs **	3,000	0	3,000	Pre-evaluation DBE Structures Staff Costs **	0	17,000	17,000	Hospitality *	2,000	0	2,000	<b>Total</b>	<b>388,000</b>	<b>372,500</b>	<b>760,500</b>
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<b>Total</b>	<b>388,000</b>	<b>372,500</b>	<b>760,500</b>																																		

**Recommended Option**

**St. Alphage Gardens Section 106\***

<b>Description</b>	<b>Approved (£)</b>	<b>Increase (£)</b>	<b>Revised Budget (£)</b>
Pre-evaluation Fees	0	99,400	99,400
Pre-evaluation P&T Staff Costs	0	63,045	63,045
Pre-evaluation Highways Staff Costs	0	46,355	46,355
Pre-evaluation Open Spaces Staff Costs	0	2,000	2,000
<b>Total</b>	<b>0</b>	<b>210,800</b>	<b>210,800</b>

\*Funded by the s106 Local Community and Environmental Improvement Works Contribution from London Wall Place

Table 1: Expenditure Incurred to Date  
Spend to 30 November 2015

16800279 – London Wall Place s278 - Highway Works			
Description	Approved (£)	Spent (£)	Balance (£)
Pre-evaluation Fees	173,000	168,666	4,334
Pre-evaluation P&T Staff Costs	179,000	146,077	32,923
Pre-evaluation Highways Staff Costs	14,000	27,751	(13,751)
Pre-evaluation Open Spaces Staff Costs	5,000	0	5,000
Pre-evaluation DBE Structures Staff Costs	15,000	0	15,000
Hospitality *	2,000	0	2,000
<b>Total</b>	<b>388,000</b>	<b>342,494</b>	<b>45,506</b>

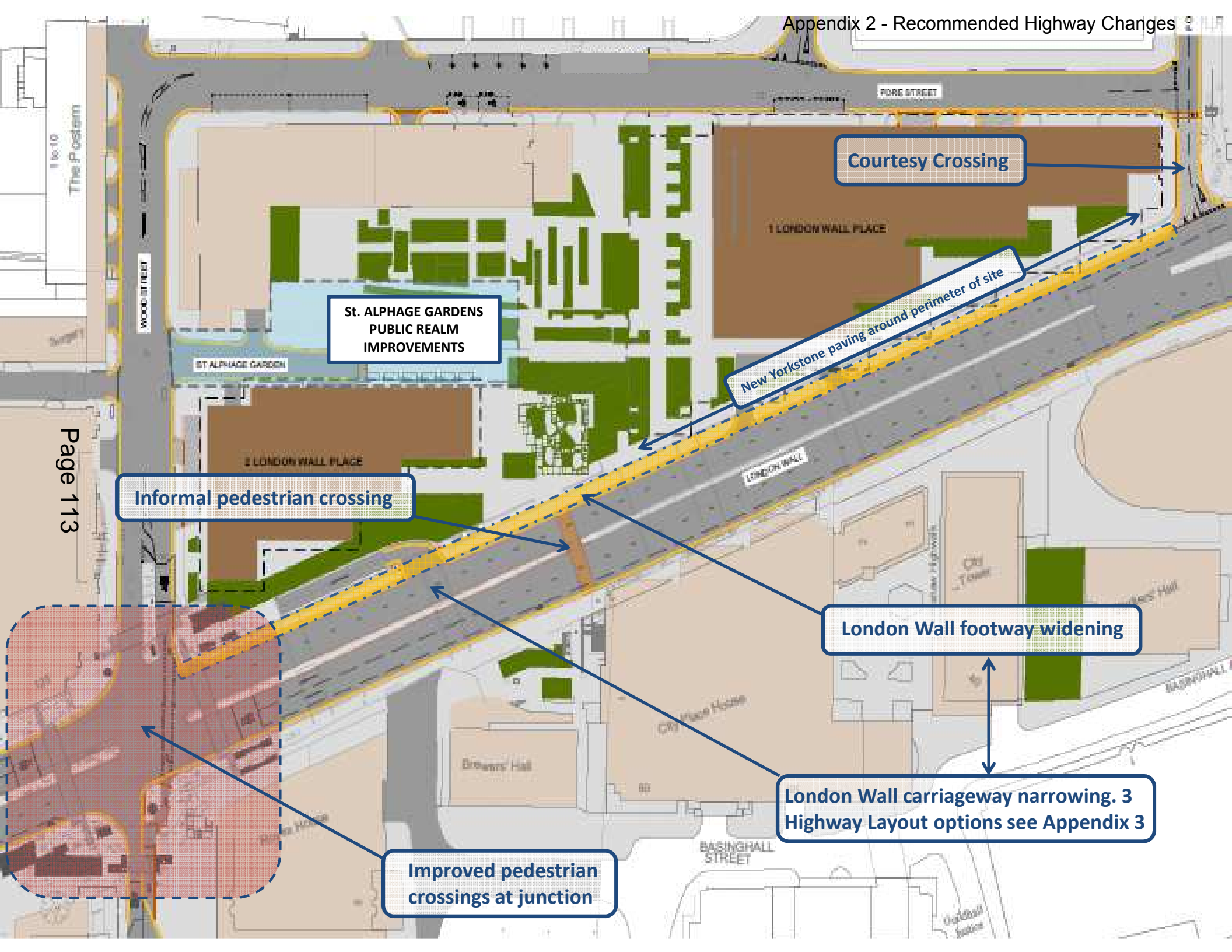
\* Revenue item

Table 2: Budget Adjustment

16800279 – London Wall Place s278 - Highway Works			
Description	Approved (£)	Adjustment (£)	Revised Budget (£)
Pre-evaluation Fees	173,000	0	173,000
Pre-evaluation P&T Staff Costs	179,000	0	179,000
Pre-evaluation Highways Staff Costs	14,000	17,000	31,000
Pre-evaluation Open Spaces Staff Costs	5,000	(2,000)	3,000
Pre-evaluation DBE Structures Staff Costs	15,000	(15,000)	0
Hospitality *	2,000	0	2,000
<b>Total</b>	<b>388,000</b>	<b>0</b>	<b>388,000</b>

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Courtesy Crossing

St. ALPHAGE GARDENS  
PUBLIC REALM  
IMPROVEMENTS

New Yorkstone paving around perimeter of site

Informal pedestrian crossing

London Wall footway widening

London Wall carriageway narrowing. 3  
Highway Layout options see Appendix 3

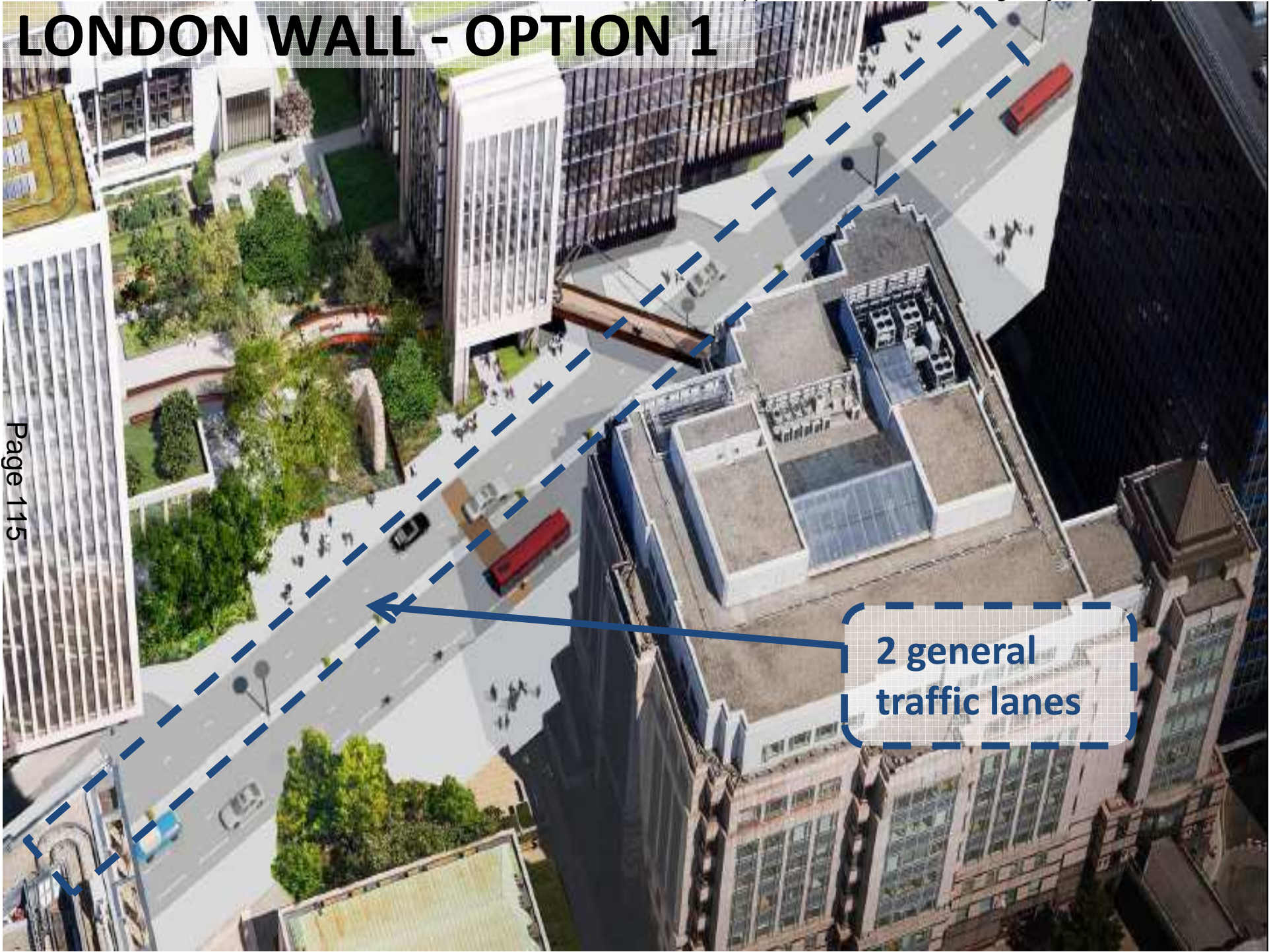
Improved pedestrian  
crossings at junction

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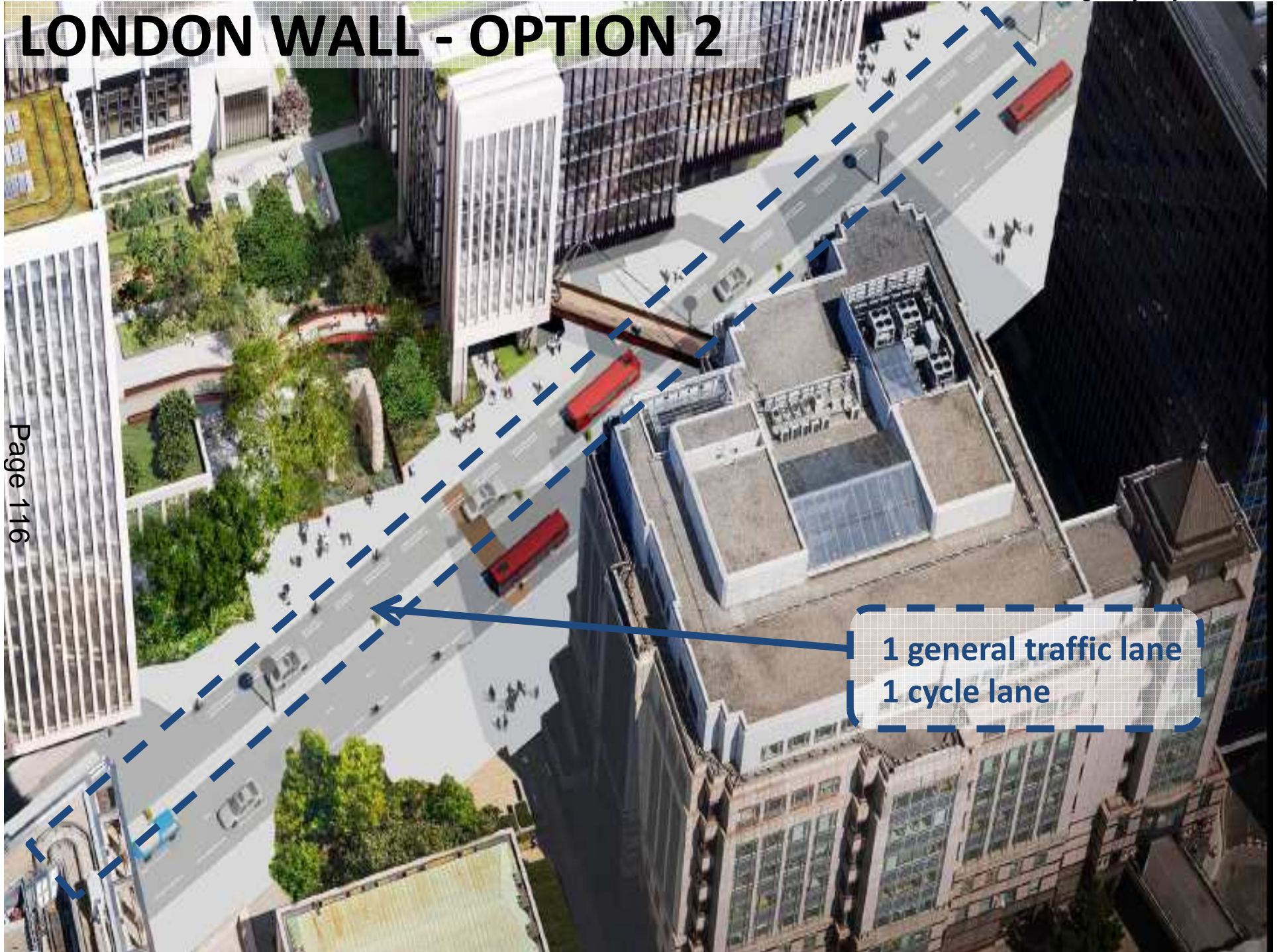
# LONDON WALL - OPTION 1

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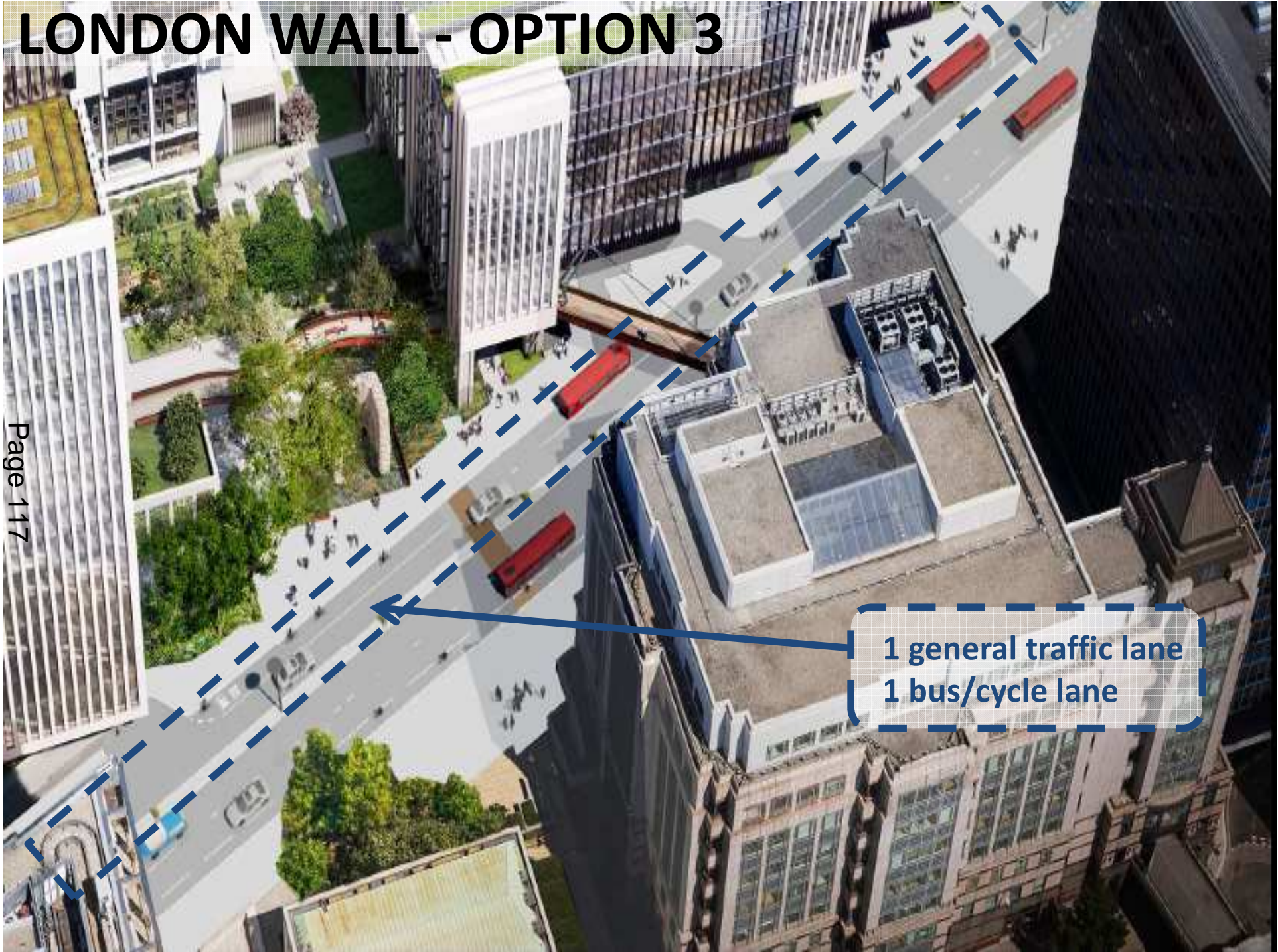


# LONDON WALL - OPTION 2





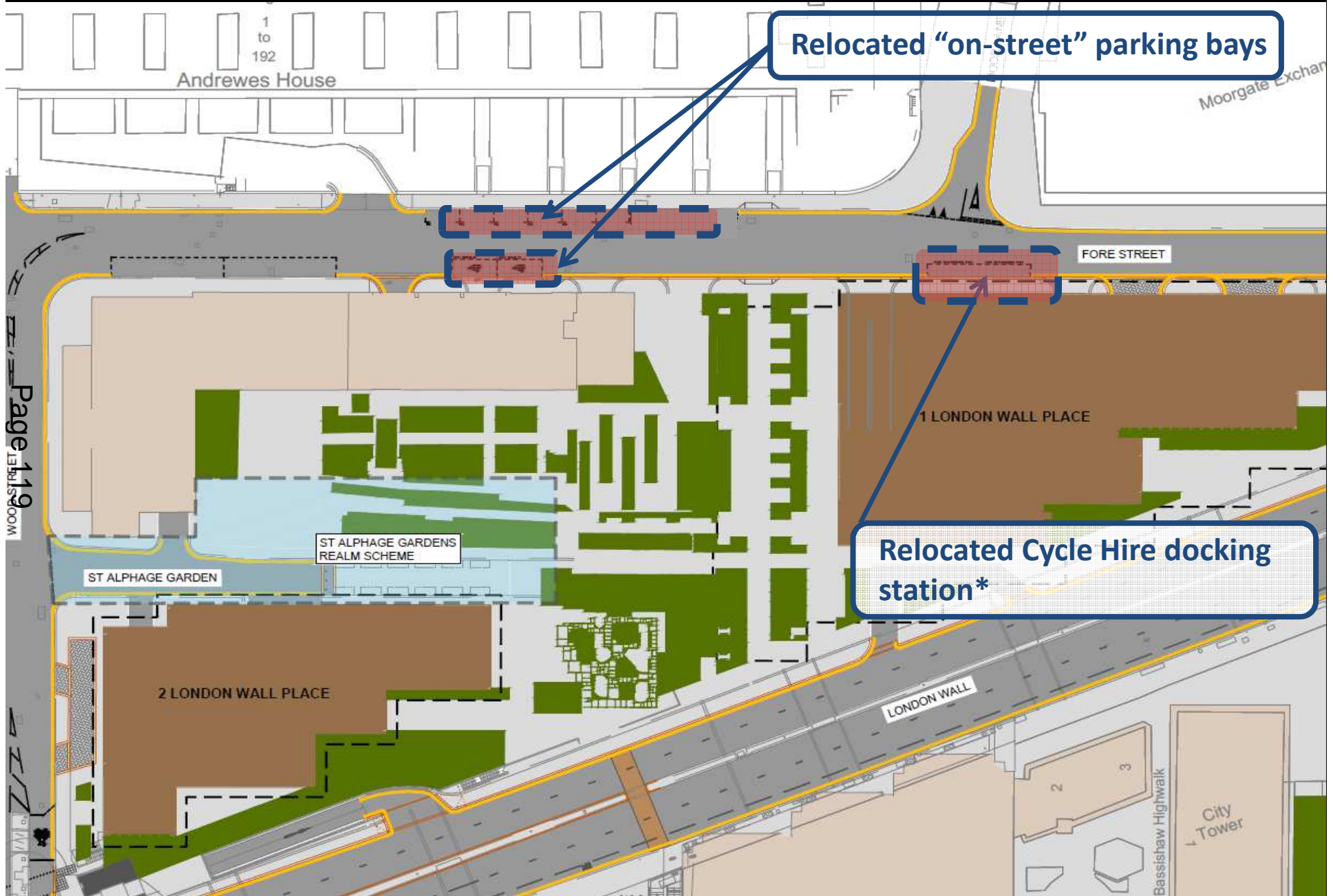
# LONDON WALL - OPTION 3



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# Kerbside Provision – Option A



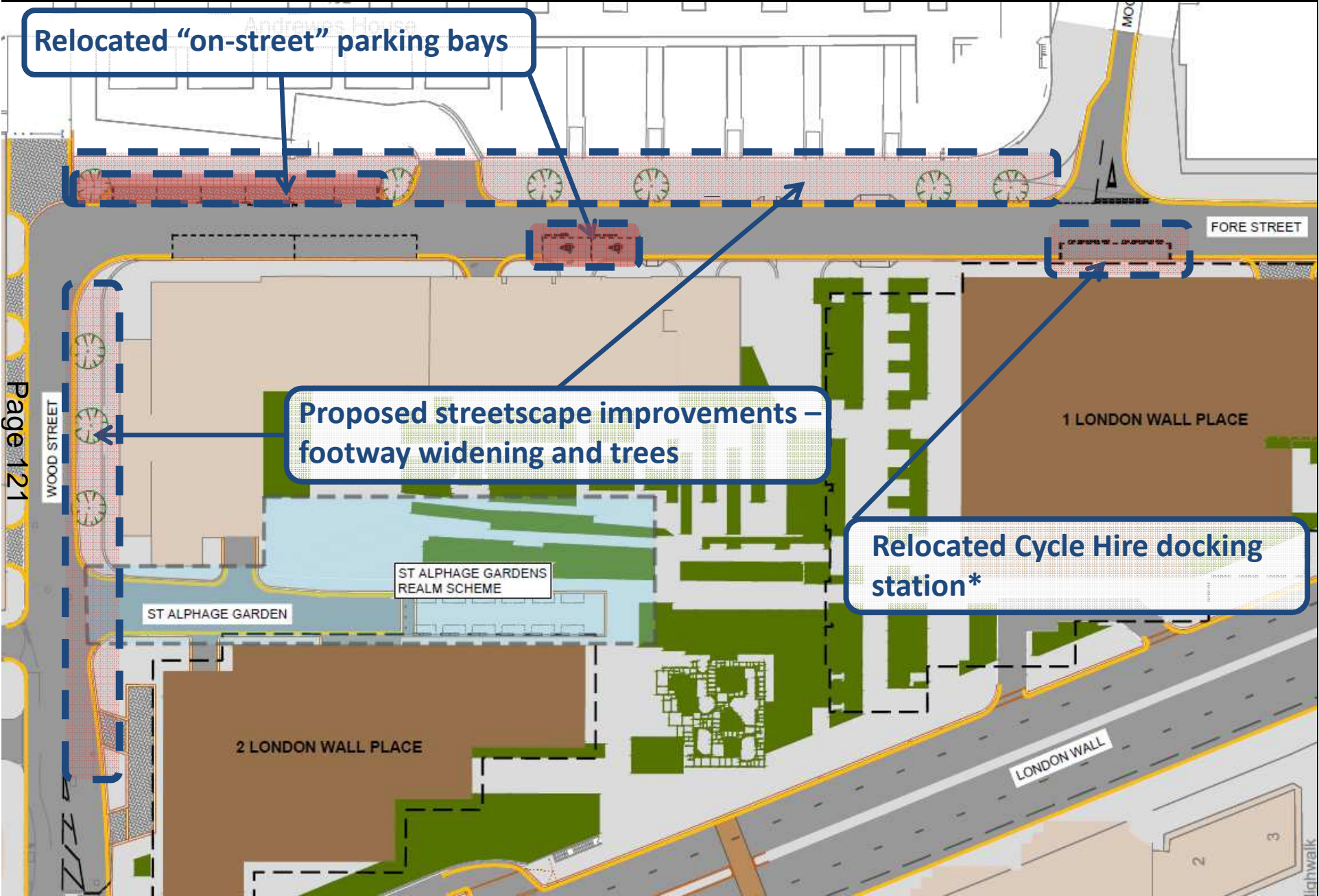
Page 119

\* Existing "on-street" motorcycle parking to be relocated into London Wall Car Park which is very close by

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# Kerbside Provision – Option B



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\* Existing "on-street" motorcycle parking to be relocated into London Wall Car Park which is very close by

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London Wall Place Working Party – Project Objectives and Next Steps			
	Local Issues	Outcome/ Objective	Next Steps
	<b>St. Alphage Garden/s</b>		
StG-1	Access to the servicing bay for no.2 London Wall Place is via Wood Street and St. Alphage Garden, all loading and deliveries, including for the restaurant, will be made from here.	<b>StG01:</b> The servicing of no.2 London Wall is accommodated within the design of the space of St. Alphage Garden	<ol style="list-style-type: none"> <li>1. City Open Spaces team and Environmental Enhancement team liaise with planning officers, Access, City Surveyor, English Heritage and developer design team and Salters Company in developing the design</li> <li>2. Incorporate the objective of improved accessibility into the design brief</li> <li>3. Determine the extents of the consecrated burial grounds to understand constraints for the design approach</li> </ol>
StG-2	The garden wall opposite the new servicing bay is single brick course and experience shows that the wall will be damaged by servicing vehicles	<b>StG02:</b> The protection of the brick wall is accommodated within the design of the space on St. Alphage Garden	
StG-3	The Gardens may look somewhat shabby compared to new landscaped areas	<b>StG03:</b> Access for maintenance is accommodated with the design of the space on St. Alphage Garden	
StG-4	Maintenance vehicles require access to maintain St. Alphage Gardens	<b>StG04:</b> There is good access for all between St. Alphage Gardens and the publicly accessible areas surrounding it	
StG-4	Currently there is no step free access to the gardens		
StG-5	There will be disabled access to the lower garden via the Salters Gardens (when it is open) but no disabled access to the upper garden	<b>StG05:</b> The quality of St. Alphage Gardens is consistent with the high quality landscape of the development	
StG-6	The site includes a Scheduled ancient monument, burial ground and archaeological remains: any access improvements would need to be provided from the highway	<b>StG06:</b> The areas around the garden and St Alphage Gardens themselves remain sympathetic to the setting of the Scheduled Ancient Monument	
StG-7	Can CoL, Salters and LWP consider land agreements and other opportunities to facilitate the enhancement of St Alphage Garden	<b>StG07:</b> That the existing level of biodiversity is maintained and enhanced (where possible)	
StG-8	The intricate details of the layout and boundary issues between St. Alphage Gardens, Salters Gardens and the interface with the development landscape couldn't be envisaged by all parties. Preference for site visit in advance of next workshop		

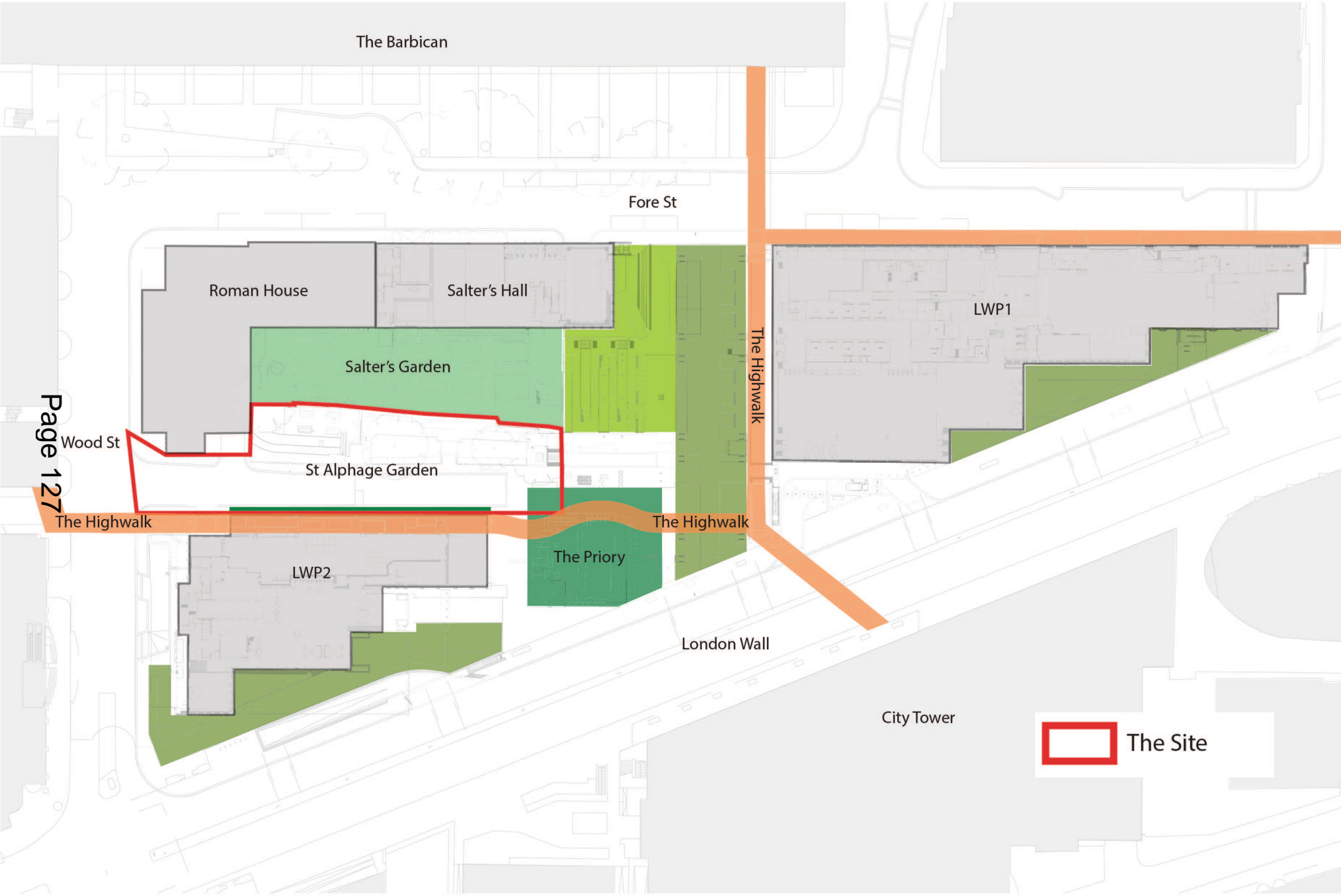
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 The Site

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**View - Enclosed option**



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**View - Open option**



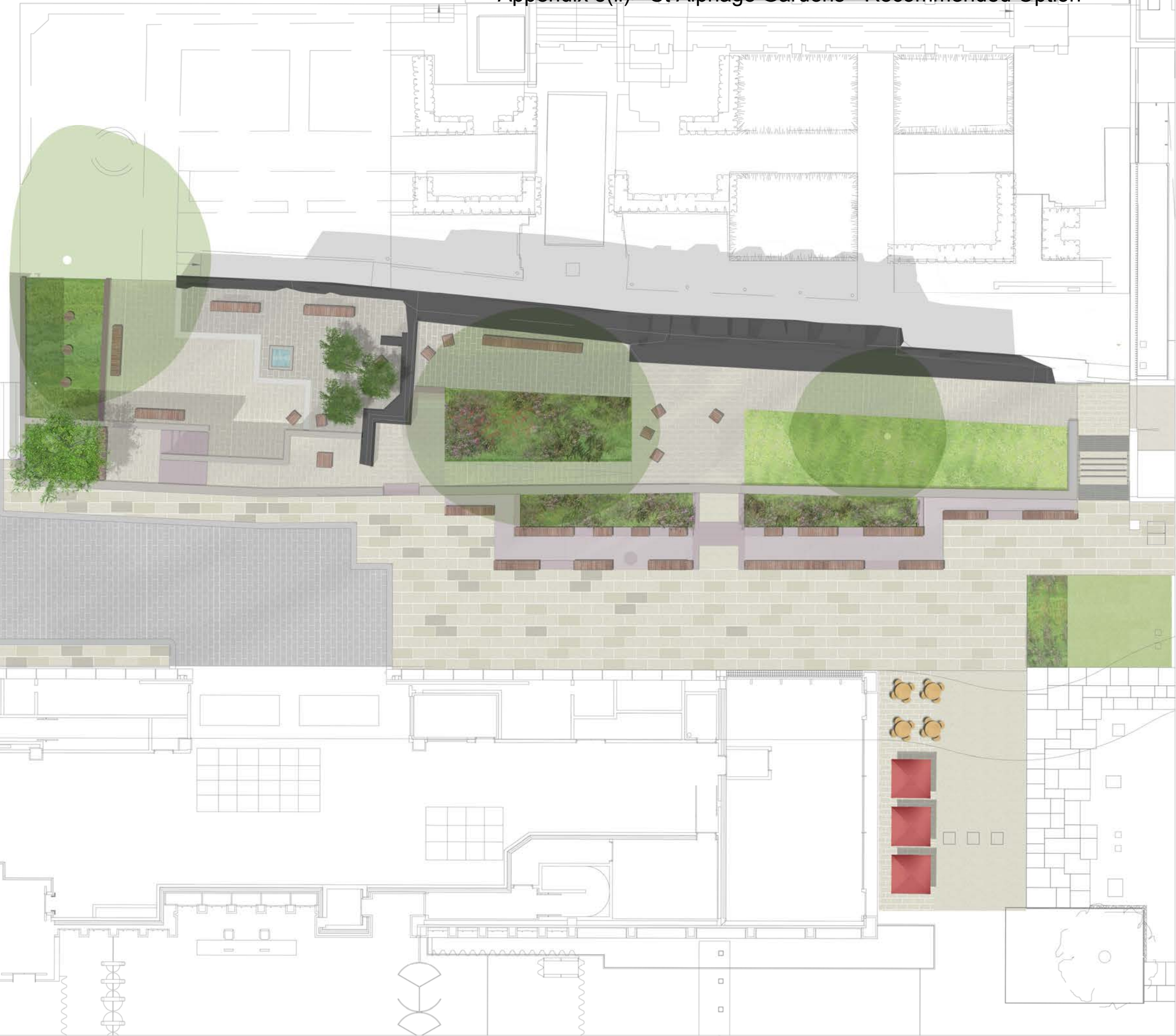
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## Estimated Cost to Complete Detail Design

<b>16800279 – London Wall Place s278 - Highway Works</b>			
<b>Description</b>	<b>Approved (£)</b>	<b>Increase (£)</b>	<b>Revised Budget (£)</b>
Pre-evaluation Fees	173,000	97,000	270,000
Pre-evaluation P&T Staff Costs	179,000	109,500	288,500
Pre-evaluation Highways Staff Costs **	31,000	149,000	180,000
Pre-evaluation Open Spaces Staff Costs **	3,000	0	3,000
Pre-evaluation DBE Structures Staff Costs **	0	17,000	17,000
Hospitality *	2,000	0	2,000
<b>Total</b>	<b>388,000</b>	<b>372,500</b>	<b>760,500</b>

\* Revenue item

\*\* After budget adjustment in Appendix 1

<b>St. Alphage Gardens Section 106*</b>			
<b>Description</b>	<b>Approved (£)</b>	<b>Increase (£)</b>	<b>Revised Budget (£)</b>
Pre-evaluation Fees	0	99,400	99,400
Pre-evaluation P&T Staff Costs	0	63,045	63,045
Pre-evaluation Highways Staff Costs	0	46,355	46,355
Pre-evaluation Open Spaces Staff Costs	0	2,000	2,000
<b>Total</b>	<b>0</b>	<b>210,800</b>	<b>210,800</b>

\*Funded by the s106 Local Community and Environmental Improvement Works Contribution from London Wall Place

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**London Wall Place S278 Working Party**

<b><i>Organisation Represented</i></b>
Alderman (Bassishaw)
Monkwell Square resident
Barbican Association
Brookfield
London Wall Place LP x 2
Schroders x 3
Salters Company
St. Giles Church
<b><u>CITY OFFICERS</u></b>
Assistant Director (City Transportation)
Interim Assistant Director (Env. Enhancement)
Project Officer (Env. Enhancement)
Project Manager (City Transportation)
Assistant Director (Historic Environment)
Technical Manager (Open Spaces)
Senior Historic Building Surveyor

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23	PROJECT OBJECTIVES MET	*
2	ADDRESSED THROUGH ANOTHER PROCESS	**
4	ADDRESSED BY BUILDING MANAGEMENT	***
2	OUTSIDE S278 PROJECT SCOPE	†

<b>London Wall Place Working Party – Project Objectives</b>	
<b><u>London Wall</u></b>	
*	<b>LW01:</b> A secure security perimeter exists to mitigate the threat of hostile vehicles
**	<b>LW02:</b> The S278 public realm works integrate with the development to facilitate a secure perimeter
**	<b>LW03:</b> The security measures are unobtrusive within publicly accessible areas
*	<b>LW04:</b> Key project dates are shared with all parties
*	<b>LW05:</b> The design approach to the public realm around the site limits the potential for anti-social behaviour
***	<b>LW06:</b> Ensure the long term management needs of the building are understood
***	<b>LW07:</b> The management regime for public disorder in the public and private realms be clearly defined
***	<b>LW08:</b> The opportunity for rough sleeping occurring around the development is limited
***	<b>LW09:</b> Ensure that the management regime of the City Walkways routed through the development is defined and agreed by all parties
†	<b>LW10:</b> The best long-term use for the car park is agreed and facilitated through the design of London Wall
*	<b>LW11:</b> Footway space and crossing facilities for pedestrians are provided where this is needed most
*	<b>LW12:</b> Pedestrians access routes between street level and the highwalks are of a high quality and provided where they are needed most
†	<b>LW13:</b> The bus stops along London Wall should be provided where they are needed most, be safe, comfortable and attractive
<b><u>Wood Street</u></b>	
*	<b>WS01:</b> Pedestrian facilities at the junction are legible, safe and on desire lines that enable access to the building entrances
*	<b>WS02:</b> The footways on Wood Street are the appropriate width and quality
*	<b>WS03:</b> The carriageway on Wood Street is the appropriate width and quality
*	<b>WS04:</b> The right balance of kerbside activity, parking provision and pedestrian amenity should be achieved to meet the local needs
*	<b>WS05:</b> The Highwalks are well used, legible and accessible as part of the wider pedestrian network
<b><u>St. Alphage Garden/s</u></b>	
*	<b>StG01:</b> The servicing of no.2 London Wall is accommodated within the design of the space of St. Alphage Garden

*	<b>StG02:</b> The protection of the brick wall is accommodated within the design of the space on St. Alphage Garden
*	<b>StG03:</b> Access for maintenance is accommodated with the design of the space on St. Alphage Garden
*	<b>StG04:</b> There is good access for all between St. Alphage Gardens and the publicly accessible areas surrounding it
*	<b>StG05:</b> The quality of St. Alphage Gardens is consistent with the high quality landscape of the development
*	<b>StG06:</b> The areas around the garden and St Alphage Gardens themselves remain sympathetic to the setting of the Scheduled Ancient Monument
*	<b>StG07:</b> That the existing level of biodiversity is maintained and enhanced (where possible)
	<b><u>Fore St</u></b>
*	<b>FS01:</b> The location and management of coach parking is balanced with the needs of residents
*	<b>FS02:</b> Fore Street is a more pedestrian friendly space
*	<b>FS03:</b> The footways on Fore Street are the appropriate width and quality
*	<b>FS04:</b> The appropriate level of motorcycle parking and cycle hire exists in the area
*	<b>FS05:</b> The design of Fore Street (and Wood Street) is consistent with the needs of the Quietway programme
*	<b>FS06:</b> The carriageway in Fore Street is the appropriate width and quality

<b>Committee:</b>	<b>Date:</b>
Open Spaces & City Gardens Committee	01/02/2016
<b>Subject:</b>	<b>Public</b>
City of London Draft Biodiversity Action Plan (2016-2020)	
<b>Report of:</b>	<b>For Decision</b>
The Director of Open Spaces	
<b>Summary</b>	
<p>This report sets out the background and production of a Draft Biodiversity Action Plan (2016-2020), attached at Appendix 1. It sets out the vision, objectives and priorities for the management of biodiversity for the ensuing four years and has been prepared by the City Gardens team.</p> <p>Members are asked to agree to the draft plan being made available for public consultation. Following consultation, any proposed changes to the draft plan will be brought back to Committee for approval and for formal adoption as a City-wide Biodiversity Action Plan.</p>	
<b>Recommendation</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Approve the text of the Draft Biodiversity Action Plan, attached at Appendix 1, for public consultation.</li> </ul>	

## Main Report

### Background

1. The City of London produced its first Biodiversity Action Plan (BAP) in 2003 followed by a revised version in 2010. In 2012 the UK Biodiversity Action Plan was replaced by a national strategy which in England was known as Biodiversity 2020: A strategy for England's wildlife and ecosystem services'.
2. As a public authority in England the City of London Corporation has a duty under the National Environment & Rural Communities (NERC) Act 2006 'to have regard for conserving biodiversity in all their actions'. In addition, the National Planning Policy Framework states that local planning authorities should set out a strategic approach to their Local Plans by planning positively for the creation, protection, enhancement and management of networks for biodiversity and green infrastructure.

3. Biodiversity is the term used to describe the variety of life on earth. This includes wildlife such as animals, birds and plants, the habitats which are the places they live and how they interact with their surroundings as part of the ecosystem. Conserving biodiversity includes restoring and enhancing the species populations and habitats as well implementing measures to promote them in the future. The development of a biodiversity action plan identifies and prioritises actions for biodiversity at a local level.
4. Since 2003, the Square Mile has increased and incorporated wildlife-friendly planting of trees and plants and the inclusion of suitable habitats to attract wildlife. Promotion of previous City of London Biodiversity Action Plans has resulted in raised community awareness and involvement with many projects funded through either sponsorship, volunteer labour and/or Section 106 funding. Please see Appendix 1 page 11 point 3.6 summarising the outcomes achieved as a result of the City's Biodiversity Action Plan 2010-2015.
5. In 2014, the City Gardens team in partnership with the Friends of City Gardens was awarded £15,000 from an allocation of 2007-2010 Local Area Agreement funding to launch, execute and evaluate a City of London Biodiversity Action Plan 2016-2020. This fund is currently paying for the following activities:
  - a. Review of 14 Sites of Importance to Nature Conservation (SINC)
  - b. A programme of volunteer on-site training with species experts
  - c. Green roof improvement case study, report and a workshop
  - d. Survey equipment and identification resources

### **Current Position**

6. The preparation of the City of London Draft Biodiversity Action Plan 2016 – 2020 has provided an opportunity to review and build on the previous 2010 plan, setting out how biodiversity will be protected and enhanced in the next four years. The draft plan incorporates guidance from the London Plan 2015 and the Mayor's Biodiversity Strategy and guidance from the City of London Biodiversity Action Plan Partnership Group, established in spring 2015. Membership of the group includes: City Corporation officers, local residents, City businesses, open spaces representatives from neighbouring boroughs and ecology and biodiversity professionals. Please see Appendix 2 of the Draft Biodiversity Action Plan attached, where page 36 details membership.
7. The draft plan will be delivered under the following themes:
  - Open space and habitat management
  - The built environment
  - Education and community engagement
  - Data collection, surveys and monitoring
8. Using these criteria the draft plan has been produced to provide a summary of objectives and activities.



## **Proposal**

9. It is proposed that stakeholder consultation takes place during the months of February and March 2016, with the aim of collating and incorporating comments and reporting back to the Open Spaces & City Gardens Committee in April 2016 and proposing a final draft for adoption.
10. Consultation will be undertaken to ensure stakeholder involvement and will include:
  - City of London Members;
  - Other City of London key stakeholder departments;
  - City of London Biodiversity Action Plan Partnership Group;
  - Garden users, through an advertising campaign on noticeboards, e-newsletters and through the extensive contacts database held by the City Gardens section
  - City of London website
  - Hard copies of the draft plan made available at the City libraries;
  - Contacts within neighbouring boroughs

## **Corporate & Strategic Implications**

11. The production of a draft plan fulfils key requirements highlighted within the City of London Local Plan, notably Core Strategic Policy CS19: Open Spaces and Recreation. Good quality open spaces improve the health of the City's communities and create a pleasant environment which encourages businesses to locate in the City.
12. The provision of high quality open space in the City supports a wide number of key City of London policies and objectives contained within the core objectives of the City of London Community Strategy:
  - To facilitate the opportunity for exemplary, innovative, inclusive and sustainable design which respects and enhances the distinctive character of the City.
  - To continue to minimise noise, land and water pollution and improve air quality where this is possible.
  - To conserve and enhance biodiversity.
  - To strengthen the City's third sector to further meet the needs of our communities and promote volunteering.

## **Implications**

13. There are no legal implications arising as a result of this report.
14. The programme of work associated with the draft plan will be delivered via the City of London Biodiversity Action Plan Partnership Group, volunteers and the Friends of City Gardens at no cost. These groups will be supported by the

City Gardens Project Support Officer as part of their existing role. Activities requiring funding will be delivered as outlined in point 5.

## **Conclusion**

15. The promotion of Biodiversity continues to be an important aspect in the management of the City's open spaces. The approach currently being adopted is resulting in a number of benefits in terms of sharing expertise in producing plans and the engagement of site users and partner organisations in delivering projects and initiatives.
16. The completion and adoption of a comprehensive revised City of London Biodiversity Action Plan will ensure that the City and partners are managing both publicly owned open space and privately owned land in accordance with regional and national good practice.

## **Appendices**

- Appendix 1 - City of London Draft Biodiversity Action Plan (2016-2020)

## **Background Papers:**

- City of London Open Space Strategy, Supplementary Planning Document 2015
- City of London Tree Strategy, Supplementary Planning Document 2012
- City of London Biodiversity Plan 2015-2020
- City Gardens Management Plan 2011-2016

## **Louisa Allen**

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**City of London  
Draft Biodiversity Action Plan 2016-  
2020**

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DRAFT

## **1.0 Introduction**

### **1.1 The City: A unique urban environment**

The City of London is both a unique and intense urban environment. A little over one square mile in size, this densely developed area is one of the world's leading financial, business and maritime centres. Offices make up over 70% of all buildings in the City and on weekdays 400,000 workers, of whom the majority commute from across the South East, join the 9000 or so residents of the Square Mile. Visitors experience the City's rich history through key attractions such as St Paul's Cathedral with an estimated 10.46 million visitors to the City of London in 2014.

### **1.2 What is Biodiversity?**

Biodiversity is the term used to describe the variety of life on Earth. This includes wildlife such as animals, birds and plants, the habitats which are the places they live and how they interact with their surroundings as part of the ecosystem. Conserving biodiversity involves restoring and enhancing species populations and habitats as well as implementing measures to promote them in the future.

### **1.3 Biodiversity in the City**

The City of London has approximately 376 open spaces totalling 32 hectares which includes both private and City of London Corporation managed spaces such as parks, gardens, churchyards and plazas. Approximately 80% of the sites are less than 0.2ha in size and in addition to this at rooftop level there is an increasingly important resource for biodiversity. Ground level open spaces are mostly the result of two significant events in the City of London: the Great Fire of London in 1666 and bomb damage caused during World War II. Together these small, high quality and intensively used open spaces are highly valued by all and offer an important resource for biodiversity in the Square Mile.

Historically the City's open spaces have been managed primarily for amenity value and public enjoyment. However recent changes in management practices have proved more sympathetic to the importance of conserving and promoting biodiversity. Raised awareness of the natural environment has the added benefit of increasing the ways residents, City workers and visitors enjoy, value and engage with open space in the Square Mile through interpretation, activities and events.

### **1.4 Why does the City need a Biodiversity Action Plan?**

The Biodiversity Action Plan (BAP) provides a strategic focus for decision makers. Furthermore, the BAP ensures that a key theme of The City Together Strategy - to achieve a world class City which protects, promotes and enhances our environment - is realised. This theme also supports the City of London Local Plan's vision and strategic objectives. The BAP provides a framework to ensure all legislative requirements relating to the management of green spaces are taken

into consideration at all times and both identifies and prioritises actions for biodiversity at a local level.

## 1.5 Structure of the Biodiversity Action Plan

The aim of the BAP is to produce a set of objectives and actions to assist members of the City of London Biodiversity Action Plan Partnership Group and the wider City community in delivering strategically planned biodiversity networks for both the City and Greater London taking into consideration both local and national priorities.

The BAP will be delivered under the following themes:

- **Open space and habitat management**  
Enable both the City Corporation and privately owned and managed land in the Square Mile to be maintained and enhanced for biodiversity.
- **The built environment**  
Enable biodiversity to be incorporated into the built environment to enhance and connect green spaces.
- **Education and community engagement**  
Identify and encourage best practice amongst private landowners and managers as well as develop the skills of residents, City workers, school children and students through events, activities and volunteering opportunities.
- **Data collection, surveys and monitoring**  
Establish a structured approach to surveying and monitoring of sites to inform ongoing management decisions and identify future areas of priority. This includes professional ecology surveys, citizen science opportunities and records collected by individuals.

## 2.0 National, regional and local policy context

### 2.1 National policy

In 2012 'Biodiversity 2020: A strategy for England's wildlife and ecosystem services' replaced the UK Biodiversity Action Plan. The priority habitats and species agreed as part of the UK BAP remain important to focus biodiversity work at a regional and local level.

Under the Natural Environment & Rural Communities (NERC) Act 2006 as a public authority in England the City of London Corporation has a duty 'in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity'. This may include promoting biodiversity in planning and development, recognising the importance of conserving and enhancing biodiversity in public authority managed land and buildings and managing green infrastructure to support biodiversity.

The National Planning Policy Framework (NPPF) states that local planning authorities should set out a strategic approach to their Local Plans by planning positively for the creation, protection, enhancement and management of networks for biodiversity and green infrastructure.

The Biodiversity Action Plan should also take into account national strategies such as The National Pollinator Strategy which seeks to protect pollinating insects that support food production and the diversity of our environment.

## **2.2 Regional policy**

The London Plan is an overall strategy document and policy framework for London which includes green infrastructure and urban greening, including biodiversity. Many of the objectives of the London Plan are incorporated and delivered as part of the City of London Corporation's Local Plan.

The Mayor of London's Biodiversity Strategy 2002 states that the Mayor will work with all relevant partners to ensure a proactive approach to the protection, enhancement, creation, promotion and management of biodiversity. The strategy also details how London's natural open spaces will be protected and conserved. The All London Green Grid (ALGG) is a policy framework that promotes the design and delivery of green infrastructure projects across London.

## **2.3 Local policy**

The City of London Local Plan sets out the City Corporation's vision, strategy, objectives and policies for planning in the City of London. It sets out the vision for shaping the Square Mile and contains the policies which guide planning decisions.

Policy DM 19.2 addresses biodiversity and urban greening and states that developments should promote biodiversity and contribute to urban greening by incorporating:

- green roofs and walls, soft landscaping and trees;
- features for wildlife, such as nesting boxes and beehives;
- a planting mix which encourages biodiversity;
- planting which will be resilient to a range of climate conditions;
- maintenance of habitats within Sites of Importance for Nature Conservation
- 

The City Corporation has developed 16 area enhancement strategies which incorporate important elements such as tree planting and urban greening. These are integral to supporting biodiversity in the planning process.

The Biodiversity Action Plan supports one of the key themes of the City Together Strategy: achieving a World Class City which protects, promotes and enhances our environment.



The City of London Open Space Strategy which was adopted as a Supplementary Planning Document in January 2015 sets out the principles to help improve the quality, management and accessibility of the open spaces of the Square Mile. The strategy comprises of ten strategic objectives which includes ensuring that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation. A full list of the policies that support biodiversity in the City are set out in [Appendix 1](#).

### **3.0 Biodiversity in the City of London**

The City of London Biodiversity Action Plan Partnership Group was established as a key part of the development of the City of London Biodiversity Action Plan 2016 – 2020, this group met on 18 March 2015. The group consists of; representatives from the relevant departments of the City of London Corporation, the biodiversity or open space representatives of neighbouring boroughs, business, community and resident representatives and ecology and biodiversity professionals. A full list of organisations represented is set out in [Appendix 2](#). The aim of the meeting was to evaluate the City of London Biodiversity Action Plan 2010-2015 and review current and proposed Sites of Local Importance for Nature Conservation (SLINCs) to take forward to a full borough SINC review.

The objectives set out in the previous Biodiversity Action Plan 2010-2015 focused on three different types of habitats:

- urban greenspaces, churchyards and cemeteries
- built structures
- the Tidal Thames

As the City is unique in terms of its size, structure, opportunities and challenges for biodiversity a more landscape scale approach will be adopted in the BAP 2016-2020. This means all the elements that influence habitats and species will be taken into account. Specific actions plans will be developed from some species such as the black redstart. This will maximise the benefits across all open and green spaces with specific objectives developed to prioritise actions for specific sites, species or areas of opportunity. Priority habitats and species have been identified at both a UK and London level by the London Biodiversity Partnership.

#### **3.1 Habitats**

The main priority habitats identified by the London Biodiversity Partnership that are most relevant to the Square Mile are 'parks and urban green spaces' with an important habitat identified as 'built structures'. The actions plans have been developed to take into consideration these priority habitats.

A further habitat recognised as a London biodiversity habitat target that falls within the City of London is the Tidal Thames and standing water which includes ponds. Whilst there are some sites with standing water that are dealt with in this

BAP. The Tidal Thames is the prime responsibility of the Port of London Authority, with the City's responsibilities for the riverside and foreshore detailed in the Thames Strategy Supplementary Planning Document (2015). Encouraging biodiversity is also a key objective of the Riverside Walk Enhancement Strategy (2015).

### 3.2 Target species

Following consultation with the City of London Biodiversity Action Plan Partnership Group and taking into consideration local, regional and national priorities the following species have been selected as target species.

- House sparrow - *Passer domesticus*
- Black redstart - *Phoenicurus ochruros*
- Swift - *Apus apus*
- Peregrine falcon - *Falco peregrinus*
- Bats - *Chiroptera spp.*
- Bumblebees - *Bombus spp.*
- Stag beetle - *Lucanus cervus*

These species are exemplars of their ecological niches and also are in many cases highly adapted to the urban environment. They have been selected to highlight their importance within the City of London and to focus conservation management and monitoring.

### 3.3 Sites of Importance for Nature Conservation

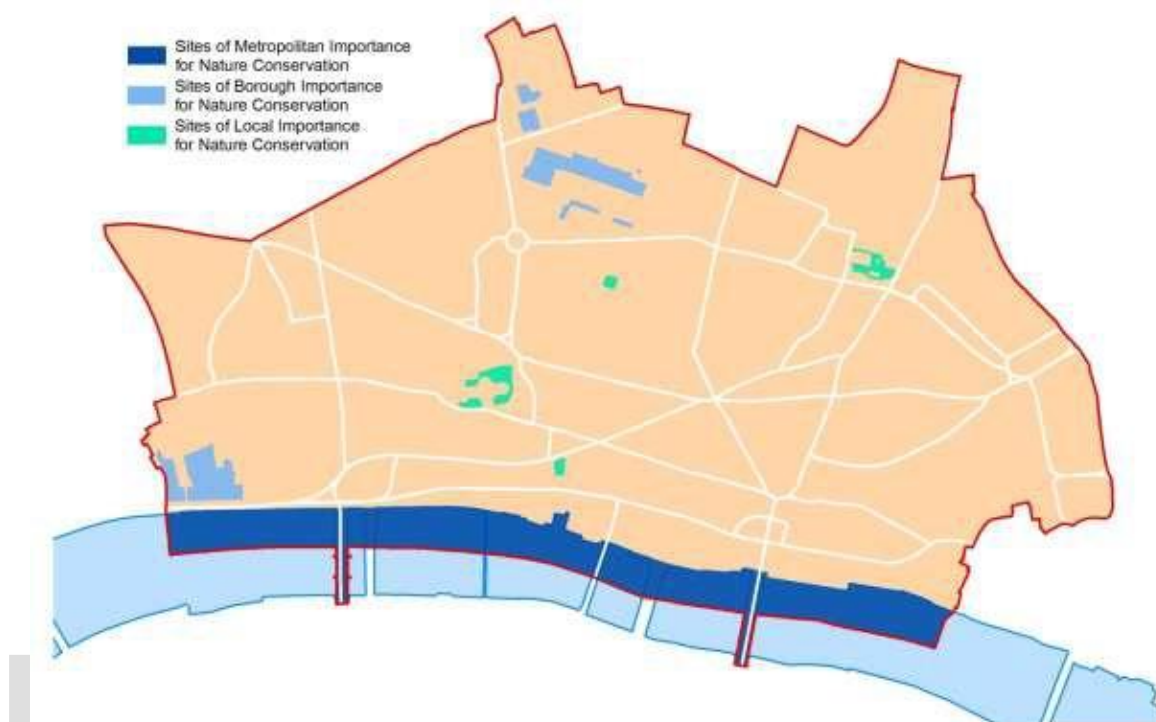
The London Plan identifies the need to protect biodiversity and to provide opportunities for people to access nature through local green spaces. The best examples of key habitats and green spaces are identified as Sites of Importance for Nature Conservation (SINCs). SINCs are non-statutory designated sites identified by local authorities. In London sites are categorised of importance at a Metropolitan, Borough and Local level.

The following sites have been identified in the City of London:

**Table 1 - Sites of Importance for Nature Conservation in the City of London**

Site Ref	Sites
<b>Sites of Metropolitan Importance for Nature Conservation (SMINC)</b>	
M031	The River Thames and it's Tidal Tributaries
<b>Sites of Borough Importance for Nature Conservation (SBINC) Grade 2</b>	
CiBII01	The Temple Gardens
CiBII02	The Barbican and St Alphage's Garden
ISBII09	Bunhill Fields Burial Ground*
<b>Sites of Local Importance for Nature Conservation (SLINC)</b>	
CiL01	Pepys Garden and St Olave's Churchyard, Seething Lane
CiL02	St Paul's Cathedral Garden
CiL03	Cleary Gardens
CiL04	St Botolph without Bishopsgate Churchyard
CiL05	Aldermanbury Gardens
CiL06	The Roman Wall, Noble Street
CiL07	Finsbury Circus

\*Bunhill Fields Burial Ground is managed by the City of London Corporation but located in the London Borough of Islington.



**Figure 1: Map of Sites of Importance for Nature Conservation (SINCs) in the City of London.**

These sites, designations and boundaries were identified in 2002 as part of borough wide surveys of habitats by the London Ecology Unit and the Greater London Authority. These sites will therefore be reviewed as part of the City of London Biodiversity Action Plan 2016-2020.

In addition to these sites, the City proposes to designate three further SLINCs in 2016. These are:

- Postman's Park
- Portsoken Street Garden
- St Dunstan in the East

### 3.4 Open Spaces Audit

A comprehensive audit of all open spaces owned and managed by the City Corporation and private landowners is carried out by the Department of the Built Environment every five years. The audit provides details of the distribution and characteristics of the open spaces with the report based on the City of London Local Plan's Key City Places. These are:

- The North of the City
- Cheapside and St Paul's
- Eastern Cluster
- Aldgate
- Thames and the Riverside
- Rest of the City

The Open Spaces Audit, based on the Key City Places, will be used to support the City of London Biodiversity Action Plan by identifying and prioritising biodiversity enhancements and providing access to nature and green space in the Square Mile.

### 3.5 Access to nature and green space in the City

Areas of deficiency in access to nature are those areas in London where people have to walk more than 1km to reach a SINC of at least borough importance. Both the Sites of Borough Importance for Nature Conservation (SBINC) Grade 2 located in the City of London have reduced or limited public access due to being privately owned or designated for residents use. The nearest publically accessible SBINC to the City of London managed by the City Corporation is Bunhill Fields Burial Ground. This site is located just outside the borough boundary in the London Borough of Islington.

The opportunity to identify or upgrade sites to SBINC status may be identified as part of a SINC review. However due to the dense urban nature of the City and the limited size of current local sites opportunities may be limited. There is a clear deficiency in access to nature in the east of the City and particularly the Eastern Cluster and Aldgate.

The London Plan defines deficiency in access to open space in relation to both the maximum distance residents should have to travel to access a public open space and the size and quality of that open space. The London Plan categorises public open spaces based on their structure and size. The majority of open spaces in the City are identified as 'Pocket Parks' with a minority of 'Small Open Spaces'. These should be less than 400 metres for residents to access from their homes.

Identifying and maximising both the biodiversity potential and access for public enjoyment of these small open space sites in the City is of key importance. Management plans will be developed to focus both on enhancing the quality and accessibility of SINCS.

### 3.6 Achievements and recommendations

During the period of the previous City of London Biodiversity Action Plan 2010-2015 there have been some significant achievements:

- The establishment of the City-based friends group, 'Friends of City Gardens' who focus on encouraging more biodiversity-friendly planting, such as native bulbs and hedges. Their work also includes monitoring wildlife across the Square Mile and supporting the monitoring and recording of target species.
- The City of London Tree Strategy SPD, adopted in May 2012, identifies the value of maintaining and planting native trees for supporting biodiversity. The main aim of The Tree Strategy to increase City owned trees by 5% by 2019 was reached and exceeded in 2014.
- The 'Beyond the Hive' architectural competition took place in 2010. This was a collaboration between City businesses and City Gardens that saw the creation and installation of a series of insect hotels in five green spaces and raised the profile of the importance of biodiversity.
- Annual participation in the RSPB Big Garden Birdwatch by volunteers at targeted SLINC sites including the production of a report and the uploading of data to Greenspace Information for Greater London (GiGL)
- Working with corporate volunteers to improve habitat conditions within City gardens such as increasing shrub cover or installing log piles.
- The introduction of over 50 bird nesting boxes across the City including their annual monitoring and cleaning by volunteers with the City Gardens Team.
- Production of a series of 'Wildlife Walk' leaflets designed to guide visitors to the SINC's.
- The increased access to nature for City residents and visitors such as the opening of Fann Street Wildlife Garden for Open Garden Squares Weekend.
- Rooftop Bird Survey 2014 and Summer Breeding Bird Survey 2015 organised by the Friends of City Gardens in collaboration with ecology experts including publishing reports and providing species data to GiGL.
- City in Bloom organised and judged by the Friends of City Gardens with entrants encouraged to increase the biodiversity value of their entries.
- Green Roof Enhancement Workshop in 2015 for City building managers to promote the value and opportunities for improving the sustainability and biodiversity value of green roofs. A green roof 'insight lunch' was also held in April 2015 to promote the value of green roofs to City of London Corporation employees.

While the biodiversity enhancements achieved under the previous BAP should be celebrated this also highlighted several aspects that could be improved on in the Biodiversity Action Plan 2016-2020:

- Although SINC status does not provide statutory protection, it was agreed there should be a mechanism to ensure that there is regular communication between the land owner and/or manager and those within the City of London Corporation responsible for protecting, delivering and monitoring biodiversity. This would include an agreement on key management objectives for the site and the introduction of annual meetings. This will ensure that any proposed changes to the management or environment of these sites which may affect the habitat are properly evaluated and the impact on biodiversity mitigated as much as possible.
- The survey and monitoring of SINC's also needs to be improved so that the outcomes of nature conservation work can be properly evaluated. The digitising of data and sharing with organisations such as GiGL is essential for understanding biodiversity not just in the City but across London as a whole.

### **3.7 Benefits of Biodiversity**

Above and beyond the importance of the conservation of species and habitats, biodiversity and activities designed to enhance the environment are regarded as beneficial to people and provide the opportunity for individuals to contribute towards creating a safe, successful and healthy City.

### **3.8 Health and Wellbeing**

The opportunities that exist for individuals to engage and promote biodiversity in the City of London contribute to an active and healthy lifestyle. Examples include taking part in planting activities in a green space, working to create a new habitat or using walks and trails to explore nature in the City. Biodiversity is also an important contributing factor in mitigating air pollution with specific planting used to improve local air quality and raise awareness within the community. The City of London Corporation is also working with external organisations based in the Square Mile such as Bart's Heath NHS Trust to increase green infrastructure across their sites. Access to green space and nature is also linked to improving the mental health and wellbeing of individuals.

### **3.9 Education and community engagement**

The work of promoting and enhancing SINC's provides a valuable opportunity for individuals to share and learn new skills, knowledge and experience as well as bringing together residents, workers and visitors with a shared passion for biodiversity across the Square Mile. This form of engagement can be vital in local residents taking ownership of local parks and gardens and acting as champions to promote the quality and understanding of biodiversity in the City. For this reason biodiversity enhancement is used as a platform for many events and activities in the City's green spaces.

### 3.10 Sustainability in the built environment

The built environment represents an important habitat in the City. This includes both ancient structures and modern developments. Ancient walls and churchyards may support specialised plants and provide unique nesting sites for birds. The sustainability of new structures in the built environment is now a crucial element of building design with opportunities to support and enhance biodiversity. Developers can include green roofs and walls to contribute towards BREEAM (Building Research Establishment Environmental Assessment Methodology) certification through the creation of new habitats to support local biodiversity. As set out in the City of London Local Plan proposals for major developments should aim to achieve a BREEAM rating of 'excellent' or 'outstanding'.

It is important that both existing structures and new developments include features that enhance and compliment the network of green infrastructure across the City and take habitats and species into consideration. Planners and developers have the opportunity to incorporate biodiversity using simple features such as nest boxes, biodiverse green roofs and SuDS (sustainable drainage systems) that incorporate biodiversity enhancement features.

It is important that new developments or refurbishments do not negatively impact on existing habitats without including adequate mitigation. For example, the black redstart population in the City is estimated to be at least 10 % of the UK breeding population. This is regarded as 'significant' and any changes to the rooftop habitat should be carefully considered. Similarly, the peregrine falcon is also an urban success story with a pair nesting in the City. These unique habitats need to be preserved without disturbance to ensure these rare species are protected.

## 4.0 Priority Species

The following priority species have been selected as flagship species for their wider conservation value and importance. They therefore act as a focus for raising awareness and targeting biodiversity conservation actions. Many of the actions to promote these species will have wider positive benefits to all biodiversity in the Square Mile.

### 4.1 House sparrow – *Passer domesticus*

Once a common sight in parks and gardens across the UK, it is now widely acknowledged that there has been a severe decline in the UK house sparrow population. It is estimated that Greater London lost 70% of its house sparrow population between 1994 and 2001. Due to the rapid population decline the species has received the highest level on conservation importance, red status, with the species needing urgent action. The decline is linked to availability of food, air pollution and loss of habitat and nesting sites. The decline in house sparrows has also been observed in the City with a few isolated pockets of individuals on the City fringes.



The actions targeted at house sparrows have the potential to have a positive impact on all bird species present in the City with interventions based in specific sites. Guidance will be developed and included in an ecology toolkit to ensure habitat interventions are tailored to the needs to the house sparrow and included in SINC management plans. These recommendations will include provision of nest boxes, planting seed rich species and establishing more areas of dense shrub cover.

#### **4.2 Black redstart – *Phoenicurus ochruros***

The black redstart is a small robin-sized bird that has adapted to live in the urban environment. There are fewer than 100 breeding pairs in the UK and the black redstart features on the amber list of birds of conservation concern. The black redstart was first reported in London in the 1920's and the species has adapted to living in industrial and urban areas. The population increased significantly following the Blitz when bombsites provided the ideal habitat. The rubble between the bombed-out shells of buildings replicated the bare and stony cliffs of the black redstarts' natural habitat.

Central London and specifically the City of London are an extremely important location for this species with significant percentage of the national breeding population located in the Square Mile. The population is probably made up of resident pairs and breeding birds that travel from western to southern England between March and May and returning to wintering sites from September. The black redstart's population has seen a drop in numbers over the decades which have mainly been linked to loss of breeding sites as buildings have been redeveloped. The increase in the number of green roofs in the City is likely to be key to continued success of this species in the Square Mile. A species action plan will be developed to provide developers and building managers with advice on enhancing their roofs for the black redstart.

#### **4.3 Swift – *Apus apus***

Swifts are summer visitors to London that arrive in April and leave in August then travel to wintering areas in Africa. They feed on insects and other invertebrates. Swifts nest in the crevices of cliff faces and have adapted to make the urban landscape their home by taking advantage of features that replicate this environment, favouring the eaves and roof space of buildings. Methods of modern building design and the redevelopment of buildings has meant swifts have been excluded from suitable breeding sites which have led to their significant decline in the UK. Opportunities should be incorporated into new and existing buildings along the Thames riverside to provide well positioned nest boxes.

#### **4.4 Peregrine falcon – *Falco peregrinus***

Peregrine falcons have been present in the City for a numbers of years. They are given the highest degree of legal protection under Schedule 1 of the Wildlife and Countryside Act 1981. Peregrines saw a dramatic fall in numbers in the 1960s due to the use of organo-chlorine insecticides and persecution. Numbers have since recovered and the species is present in many urban areas with the nesting sites closely monitored. Around 20% of the European peregrine population breeds in the UK and therefore it is important to protect this species.

The peregrine falcon's natural habitat is cliff ledges. These birds are attracted to the City as tall buildings mimic this habitat. One pair regularly nests in the City and has successfully raised young for several years. It is important that the nesting sites of these birds are protected, that artificial nests are installed at appropriate locations and building managers and occupiers are made aware of their significance and protected status.

#### **4.5 Bats – *Chiroptera spp.***

There are 17 species of bats in the UK with the common pipistrelle, *Pipistrellus pipistrellus*, being the most common species in the inner London boroughs. Bats forage on insects such as moths and beetles and have specific roosting and hibernating preferences. They forage over water and use trees lines to aid navigation. Bats are regularly seen over the Barbican Lakes but they are likely to be present elsewhere in the City. Further surveying and monitoring is required to establish their distribution in the Square Mile. A group of volunteers have now been trained to undertake bat walks which will take place during the summer months.

There continues to be significant threat to bats in the UK in terms of loss of roosting, maternity and hibernating sites in both natural and artificial structures. Loss of suitable feeding sites and disruption in flight paths due to artificial lighting also has an impact on bat populations. It is vital to raise awareness on the law protecting bats and their roosts from disturbance and the opportunities to increase individuals understanding, knowledge and potential for bats in the Square Mile. Interventions to protect habitats for bats in the City should include considering the impact of surrounding development. Habitat enhancements can include night scented planting and appropriately positioned artificial roosting sites such as bat boxes or bat bricks incorporated into buildings.

#### **4.6 Bumblebees – *Bombus spp.***

Bumblebees, along with other pollinators which include species of bee, moth, hoverfly, butterfly and beetles provide a vital service for parks, gardens, street trees and food growing sites. There are 24 species of bumblebee in the UK but only eight of these are common. They nest either at ground level or underground at the base of hedges or grassed areas. The queen bumblebees overwinter in nests which are constructed in abandoned burrows of mice and other small rodents as well as holes in walls. The retention of overwintering sites is a very important part of supporting the species. The queens emerge early in the

spring. Thus the provision of nectar and pollen from early spring flowering species such as goat willow is also very important.

Urban areas can provide a diverse range of flowering plants which extend the season and availability of pollen and nectar. The decline of bumblebees is linked to the decline of wildflower-rich meadows and the intensification of landscape management practices. The bumblebee can be used as a flagship species to promote the wider importance of pollinators. Identification and monitoring of pollinator species will provide an important evaluation on the success of these interventions.

#### **4.7 Stag beetles – *Lucanus cervus***

The stag beetle is the UK's largest ground living beetle with concentration in population in the south-west of England. Stag beetles have a lengthy life cycle lasting up to seven years from egg to adult. The larvae rely on dead or decaying wood such as fallen trees, branches and stumps. The stag beetle is a nationally threatened species. The population decline is related to habitat loss due to development and the sanitisation of parks and gardens with the removal of dead and rotting material. Predators such as foxes can also disrupt the stag beetles from completing their life cycle.

Raising public awareness of the stag beetle, its life cycle and benefits of dead and decaying wood, leaf litter and generally not 'tidying up' green spaces will help create suitable habitats for the wider invertebrate population. Where possible leaf composting areas will be introduced in all SINC sites during the duration of the BAP. Log piles have been installed in most of the existing SINC sites and will be built in newly designated sites.

### **5.0 Action Plans**

To deliver the objectives of the Biodiversity Action Plan 2016-2020 four action plans have been developed. These deliver the key themes that support both the priority species and wider biodiversity priorities in the Square Mile.

#### **5.1 Action Plan 1: Open space and habitat management**

Existing and potential new SINC sites of both borough and local importance will be reviewed during the life of the new BAP. The BAP also requires the City Corporation to develop SINC management plans for those sites managed both by the City Corporation and by private landowners. The management plans for each site will identify and develop agreed biodiversity enhancements and provide individuals managing those sites with a clear framework for delivery, progress will be reviewed annually. The management plans will identify the specific actions for these spaces enabling the City to engage in a dialogue with interested parties and identify funding opportunities. The objectives identified as a priority, for inclusion in SINC management plans, can also be promoted and delivered through the ecology toolkit and City in Bloom judging criteria.

The SINC management plans will help promote good management of open spaces for biodiversity and include a range of enhancements:

- Increasing shrub cover and berry bearing plants.
- Continuous vertical habitats from ground level to the tree canopy to create dense cover for nesting.
- Planting a range of nectar and pollen rich species, including night scented varieties that will provide forage for pollinators throughout the year.
- Amendments to management practices that may harm biodiversity, such as leaf blowing or introducing practices that will enhance habitats, such as leaf composting.
- Consider the biodiversity value of planting when redesigning, refurbishing or enhancing current open spaces.
- Retain and increase dead wood for invertebrates in open space sites either as log piles or as a support for ivy.

The Biodiversity Action Plan objectives are targeted at protecting and enhancing habitats in the Square Mile. Species action plans will be developed for the target species to raise awareness and engage others in addressing the priorities.

Several of the City's open spaces include historic structures such as part of the London Wall, exposed Victorian basements, walls of former churches destroyed in the Blitz and the memorials of former churchyards and burial grounds. The structures themselves provide an excellent host for mosses, lichens and ferns and other wall-dwelling species. Many of these sites are unique habitats that will be surveyed and monitored. The SINC management plans for those sites will require all interested parties, including departments within the City of London Corporation, Historic England and Natural England, to be made aware of any proposed developments. The sites will be managed taking into consideration the habitat features identified.

The Biodiversity Action Plan will seek to identify opportunities to understand and contribute towards the River Thames as a Site of Metropolitan Importance for Nature Conservation. The City's artificial structures and river walls and foreshore provide an important habitat for wildlife with the river itself proving an important ecological corridor through the heart of London. Developments guided by the Thames Strategy and Riverside Walk Enhancement Strategy should protect biodiversity and seek enhancements to this wildlife corridor as well as improve water quality with the use of sustainable drainage systems (SuDS).

## 5.2 Action Plan 2: The built environment

The built environment includes all new and existing buildings, structures and public realm developments. This action plan focuses on the important contribution the built environment can make to supporting biodiversity. These include:

- Green roofs and walls
- Tree planting
- Environmental enhancement schemes
- Biodiversity-rich planting schemes
- Sustainable drainage systems
- Installation of artificial nest boxes for targeted species

The City of London Local Plan supports and promotes the installation of green roofs, - both intensive and extensive, and green walls on all appropriate developments. This has the potential to contribute significantly to the biodiversity of the City of London, complementing the network of green spaces at ground level. Well-designed green roofs provide the ideal opportunity to create the open mosaic habitat typical of brownfield sites, replicating the habitat favoured by species such as the black redstart. Although green roofs may have constraints depending on their location, they can provide favourable growing conditions such as a sunny aspect which can be limited at ground level. This can increase the planting palette available to designers, including the possibility of growing vegetables, and increase the opportunities to increase biodiversity value. Roof gardens and terraces also play an important role in allowing access to amenity space for building occupiers and the wider community with the added value of providing a stepping stone of connected aerial spaces.

The City has an established network of ground level open spaces. Both street trees and environmental enhancement projects have the potential to improve the connectivity of green spaces and associated habitats. The Local Plan acknowledges the importance of enhancement schemes which include trees and soft landscaping that promote biodiversity and link existing green spaces and routes in green corridors. The Tree Strategy also promotes the aim to increase existing stock and encourage green corridors that contribute to the biodiversity of the City.

Significant opportunities exist to improve the connectivity of green spaces and their biodiversity value. Development of the built environment has the potential to enhance the habitats of priority species that have adapted to and made the Square Mile their home. All buildings and infrastructure should therefore positively contribute and address a range of sustainability issues and opportunities with biodiversity a key component.

Planners and developers should consider both the impact of new developments and opportunities for temporary biodiversity enhancements that can be included in a project.

These could include:

- Ensuring lighting associated with construction sites do not unnecessarily illuminate open spaces and disrupt bat foraging routes.
- Green walls or other pollen and nectar-rich features can be introduced on construction site and on hoardings which can be in place for many years.
- Land left fallow for any length of time should be sown with annual wildflower species to provide visual amenity as well as pollen and nectar.
- Well positioned and specified artificial nesting boxes to support a range of nesting birds can be an excellent addition to a tree, open space or building. Artificial structures can also be both retrofitted and incorporated into sites to improve habitats for species such as bats and pollinators.
- Developers also have the opportunity to provide the background and history of a site as well as importance of features such as street trees and green roofs.

Such suggestions will be developed as part of an ecology toolkit.

### **5.3 Action Plan 3: Education and community engagement**

The action plan for the education and community engagement covers a wide remit, including:

- Promoting a greater understanding of the City's biodiversity and informing stakeholders how their work or leisure might impact on the natural environment.
- Providing opportunities for stakeholders to contribute towards initiatives designed to enhance biodiversity in open spaces and learn new skills.
- Training City Gardeners with the skills to help them maintain and enhance biodiversity as a key aspect of their day-to-day work.
- Encouraging volunteers and City Gardeners to work together in biodiversity projects.

The City of London has a number of established community and resident groups that engage in activities that promote and enhance the value of biodiversity in the community. These activities include:

- Resident bulb planting days
- Local initiatives such as City in Bloom that bring together City businesses, residents and community groups to have a positive impact on biodiversity in the Square Mile.
- Volunteers who run school gardening clubs and outdoor learning sessions
- Individuals who organise surveys of plants and animals.

These groups will help deliver the BAP objectives and the City Corporation will provide support and identify funding streams that are available to support their work.

National award schemes such as Royal Horticultural Society (RHS) Britain in Bloom and the Green Flag Awards and Green Heritage Site Accreditation managed by Keep Britain Tidy both recognise the importance of considering biodiversity in all aspects of parks and open spaces management. They also provide a stimulus for managers to strive for excellence and promote their achievements to a wider audience.

The City Gardens Team will encourage City businesses to undertake corporate social responsibility (CSR) commitments in the City's green spaces. This will provide the ideal opportunity for City businesses and their employees to gain a greater understanding of the network of open spaces available in the City and make a positive contribution to biodiversity. Schemes such as Spice Time Credits, where individuals give an hour of their time and receive a Time Credit to spend on an activity or event of their choice, can be used as an incentive to encourage individuals who have not previously volunteered to participate in biodiversity projects.

The City Gardens Team will put in place a series of talks, seminars and presentations which will demonstrate to residents, businesses and visitors the value of biodiversity in the urban landscape and how they can help to protect and enhance it. The City Corporation supports the London-wide campaign to raise awareness of what SINCs are and their importance in the context of the City and London.

Biodiversity is an excellent platform to engage with children in the Square Mile and to increase their understanding of the natural world. There are two state primary schools that take the majority of the City's resident children - Sir John Cass Primary School in the east of the City and Prior Weston, a London Borough of Islington primary school on the north-west edge of the City. In addition to these state schools there are a number of private schools and nurseries in or on the fringes of the Square Mile. Volunteer groups already work with both state schools and other nurseries to provide learning opportunities and support gardening activities. Both the City Corporation and volunteer and community groups can be of key importance in working with schools to support curriculum-based biodiversity activities. The City Gardens Team will also identify and support opportunities for adult learning, both for individual personal development and to support biodiversity.

The City Corporation website will be developed to include information on biodiversity of the City, raise awareness of SINCs and explain what individuals and businesses can do to support biodiversity in the Square Mile. The website can also be used as a platform to detail biodiversity project case studies to inspire others and disseminate good practice guidance. The City Gardens Team will actively expand its mailing list and send quarterly e-newsletters that will be used to flag new initiatives. It will also be used to signpost respondents to other more detailed sources of information and how they can engage with delivery of the Biodiversity Action Plan.

## 5.4 Action Plan 4: Data collection, surveys and monitoring

It is essential that data on species and habitats is systematically collected and digitally recorded. This information can be used to inform planners and developers, help shape management plans and demonstrate the importance of green spaces and associated green infrastructure features. The data collected is a vital element for evaluating the success of interventions and guiding future work. It is important that the data is publically accessible and that the City contributes to the regional and national agenda to understand and protect biodiversity.

GiGL is London's environmental record centre. It receives, collates and manages detailed information on aspects of open spaces including habitat and species information. This data can then be supplied to any interested parties such as planners and developers to enable them to make informed decisions to protect and enhance biodiversity. The data currently held and reported for the Square Mile does not reflect unique habitats such as green roofs that have been created in the City, or the presence of priority species for conservation. More can be done to encourage the monitoring of successful habitats, provide information to make enhancements and inform future projects. The City Gardens Team, planners and volunteers will actively engage with developers and building managers to encourage more ecological surveys of these habitats and the sharing of information. Data is invaluable to support funding bids and further ensures that projects and developments take into consideration the specific conditions that influence biodiversity in the City

The City Corporation aims to enter into a Service Level Agreement with GiGL. This will enable the City to access site specific data that has been collected from multiple sources to commission City-wide biodiversity reviews. The objectives in the action plan will focus on ensuring the information held by GiGL is accurate and up to date and that data is collected in an appropriate way for submission to GiGL. The actions of the BAP aim to make the data more accessible and allow individuals to contribute. The Open Spaces Department will work in conjunction with the Department of the Built Environment throughout when commissioning, collating and monitoring data.

The Biodiversity Action Plan identifies the need to monitor the target species that have been identified. This will also include other species that provide an engaging way for both adults and children to better understand the City's open spaces and biodiversity, such as moths, butterflies, bees and spiders. There is also a need to gain a greater understanding of the unique plants species present in the Square Mile with surveys relating to mosses, lichens and ferns. The City Gardens Team will facilitate volunteers collecting data on specific species as part of national surveys, such as Moth Night and the RSPB Big Garden Birdwatch. Recording data on counts and surveys provides a long term, accessible and achievable outcome to biodiversity identification and survey training needs that have been identified.



## **6.0 Funding opportunities**

The City Gardens Team will work with volunteers to access funding opportunities as they arise. These may be national schemes run by corporates, Heritage Lottery funding, Community Infrastructure Levy (CIL) funds, planning obligations commonly referred to as section 106 agreements or other City funds such as the City Bridge Trust.

To support funding bids the City Gardens Team will facilitate the writing, editing and production of accessible reports that can be published on the City of London website. The Biodiversity Action Plan will help to raise awareness of the value of biodiversity interventions that may benefit from additional funding, including the installation of bird and bat boxes, bird baths and feeding stations.

The Biodiversity Action Plan identifies the need to increase the evidence base for both monitoring the BAP and making informed discussions. Funding opportunities will exist to help increase our knowledge of biodiversity in the City of London through the commissioning of surveys and also providing engaging activities for individuals to be involved in.

## **7.0 How the Biodiversity Action Plan will be monitored and delivered**

As progress towards achieving the actions of the BAP are made, it is important to record and communicate progress to members of the City of London Biodiversity Action Plan Partnership Group as well as the wider public. Biodiversity information will be updated on City of London website and City of London Biodiversity Action Plan Partnership Group members will be updated every six months and invited to an annual general meeting.

All progress relating to the BAP action plans will also be reported on the Biodiversity Action Reporting System (BARS).

**Table 2 - Action Plan 1: Open space and habitat management**

Action No	Action	Lead Partner	Contributing partner	Start/end Date
OSHM1.1	Review of Sites of Importance of Nature Conservation (SINCs) in the City of London. Maintain, upgrade or increase number of SINC sites.	CoL OSD	Consultant GiGL	April 2016 – October 2016
OSHM1.2	Produce management plans for all SINC sites with land owners and managers following SINC review. Two management plans to be developed per year with management agreements adopted.	COL OSD	Land owners and managers	April 2016 – April 2020
OSHM1.3	Produce a black redstart species action plan. Funding and access to GiGL habitat and species data dependant.	CoL OSD	FoCG	April 2016 – April 2017
OSHM1.4	Maintain or increase the number of local sites in positive conservation management reported annually for the single data list 160-00. Statistics compiled annually.	CoL OSD		April 2016 – April 2020
OSHM1.5	Develop guidance on managing historic walls, memorials and structures to include in SINC management plans. Guidance to be incorporated into SINC management plans.	CoL DBE	CoL OSD	April 2016 – April 2017
OSHM1.6	Promote planting of pollen and nectar-rich flowering shrubs, annuals and perennials to residents, businesses and City Corporation colleagues. Plant lists compiled or existing literature updated and promoted. e.g. RHS Perfect for Pollinators downloadable plant lists.	CoL OSD	FoCG	April 2016 - April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
OSHM1.7	Programme of bulb planting in residential areas, open spaces and churchyards to increase the availability of nectar-rich planting available to early emerging pollinators. Bulb planting at two sites annually.	CoL OSD	FoCG	April 2016 - April 2020
	<b>Priority SINC Management Plan Objectives</b>			
OSHM1.8	Achieve and maintain 30% shrub cover at all SINC sites. Feasibility to be identified in SINC management plans and improvements to 2 sites per year where possible, funding dependant.	CoL CG	FOCG BWG	April 2016 - April 2020
OSHM1.9	Identify and install additional nest boxes for targeted species in all SINC sites and other suitable open spaces, funding dependant.	CoL OSD	FoCG	April 2016 - April 2020
OSHM1.10	Review and install bird feeding stations in all SINC sites and other suitable open spaces.	CoL OSD		April 2016 - April 2020
OSHM1.11	Identify or design a bird bath that can be easily cleaned and installed in all SINC sites. Replenishing water and cleaning regime to be included.	CoL OSD		April 2017 - April 2018
OSHM1.12	Install additional loggeries in all suitable SINC sites and other open spaces to support stag beetles and other invertebrates. 2 sites to be reviewed and completed per year.	CoL OSD	FoCG	April 2016 - April 2020
OSHM1.13	Install leaf composting bins in all SINC sites to support sustainable practices and encourage invertebrates.	CoL OSD	FoCG	April 2016 - April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
	<b>Priority SINC Management Plan Objectives</b>			
OSHM1.14	Following a baseline survey of bats in the City of London identify opportunities to include night-scented species in planting schemes. Include in SINC management plans, ecology toolkit and City in Bloom judging criteria.	CoL OSD	FoCG	April 2016 - April 2020
OSHM1.15	Identify opportunities to provide water for biodiversity including wildlife ponds and enhance existing ponds and lakes for biodiversity.	CoL OSD		April 2016 - April 2020
OSHM1.16	Review and monitor grass cutting regimes in all suitable SINC sites. Findings and management changes to be incorporated into SINC management plans.	CoL OSD		April 2016 - April 2017
OSHM1.17	Identify areas within SINC and any other suitable open spaces establish wildflower meadows and install where possible.	CoL OSD	FoCG	April 2016 - April 2020

**Table 3 - Action Plan 2: The built environment**

Action No	Action	Lead Partner	Contributing partner	Start/end Date
BE1.1	Produce a strategy of which biodiversity is a key component for new and retro-fitted green roofs. To	CoL DBE	CoL OSD	April 2016 – April 2020
BE2.2	Commission green infrastructure audits to support the City of London's environmental enhancement strategies to identify opportunities for urban greening, biodiversity enhancements and improving habitat connectivity.	CoL DBE	CoL OSD	April 2016 – April 2020
BE2.3	Develop an ecology toolkit and biodiversity checklist for the City of London as a tool to support new developments and environmental enhancement schemes. Funding dependant.	CoL OSD	CoL DBE	April 2016 – April 2020
BE2.4	Promote case studies and industry guidance to support the development and enhancement of green roof and living walls for biodiversity.	CoL OSD	CoL DBE	April 2016 – April 2020
BE2.5	Ensure the review of the City of London Local Plan supports the Biodiversity Action Plan and identifies areas of deficiency in access to public open space and nature.	CoL DBE	CoL OSD	April 2016 – April 2020
BE2.6	Promote the use of temporary green infrastructure such as green hoardings to mitigate any temporary loss of open space and wildflower seeded meadows or similar open spaces awaiting development.	CoL DBE	CoL OSD	April 2016 – April 2020
BE2.7	Increase the availability of nest sites for swifts on existing buildings and as part of new developments specifically targeting the Riverside Walk area. Opportunities to identify as part of SINC review and SINC management plans.	CoL DBE	CoL OSD	April 2016 – April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
BE2.8	Identify opportunities to include artificial roosting sites for bats in new and existing developments based on bat survey findings, funding and target area dependant.	CoL OSD	CoL DBE	April 2016 – April 2020
BE2.9	Identify any potential sites on both existing buildings and new developments to install artificial nest boxes of an appropriate construction and undisturbed location. 1 area/site to be identified per year.	CoL OSD	FoCG	April 2016 – April 2020

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**Table 4 - Action Plan 3: Education and community engagement**

Action No	Action	Lead Partner	Contributing partner	Start/end Date
ECE1.1	Hold a biodiversity event to launch the Biodiversity Action Plan in 2016.	CoL OSD	FoCG BWG	July 2016
ECE1.2	Deliver a programme of volunteer biodiversity training to cover species identification, survey and recording. 4 species to be included. Further training needs to be identified, funding dependant.	CoL OSD	FoCG	April 2016 – October 2016
ECE1.3	Engage with current and new residents, businesses and communities groups to support and engage individuals and organisations to deliver the Biodiversity Action Plan. Annual meeting with Partnership Group members.	CoL OSD	FoCG BWG	April 2016 – April 2020
ECE1.4	Support the Friends of City Gardens in delivering the annual City of London's local In Bloom campaign, City in Bloom. Maintain existing number of entrants per year.	FoCG	CoL OSD	April 2016 – April 2020
ECE1.5	Use the annual City in Bloom campaign to promote biodiversity in private window boxes, balconies and gardens in the City of London.	FoCG	CoL OSD	April 2016 – April 2020
ECE1.6	Deliver a green roof workshop, walk or tour in partnership with City businesses and City Corporation departments to demonstrate good examples and best practice to planners, developers and industry professionals. 1 per year.	FoCG	CoL DBE CoL OSD	April 2016 – April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
ECE1.7	Engage with schools in the City of London and City fringes to promote biodiversity and provide fundraising advice and support for accessing teaching resources. Establish ongoing relationships with all City-based schools. Funding and officer and volunteer time dependant.	FoCG	CoL OSD	April 2016 – April 2020
ECE1.8	Identify and promote local and national biodiversity campaigns that the City Corporation, residents and businesses can support.	CoL OSD	FoCG BWG	April 2016 – April 2020
ECE1.9	Ensure that any new signage and interpretation in City Gardens managed open spaces includes information about local and relevant biodiversity information. Two SINC sites to be reviewed and updated per year. Funding dependant.	CoL OSD		April 2016 - April 2020
ECE1.10	Review and update the 'wildlife and nature' content of the City Gardens, City of London website to reflect the Biodiversity Action Plan 2016-2020. Include links to signpost individuals to further information. Content to be updated as required and included as part of annual website review.	CoL OSD	FoCG	April 2016 - April 2020
ECE1.11	Make planting lists and plans available on the City of London website to allow individuals to both interpret and be inspired by planting design for biodiversity value. One site reviewed and updated per year.	CoL OSD	City Guides FoCG	April 2016 - April 2020
ECE1.12	Review City Gardens Wildlife Walks leaflets; update or develop into different form of interpretation. Funding dependant.	CoL CG		April 2017 – April 2018
ECE1.13	Develop leaflet, visitor interpretation or webpage to explain what bird species are present in the City. Funding dependant.	CoL OSD	FoCG	April 2018 – April 2020



Action No	Action	Lead Partner	Contributing partner	Start/end Date
ECE1.14	Work with Thames 21 and other stakeholders to promote the River Thames as a SMINC to schools, businesses and local groups.	CoL OSD	Thames 21 FoCG CoL DBE	April 2016 – April 2020
ECE1.15	Support river clean up dates and water quality testing opportunities to City Gardens volunteer network.	COL OSD	Thames 21 FoCG	April 2016 – April 2020
ECE1.16	Support residents and communities in improving their local areas for biodiversity. Promote and support community days. Hold one biodiversity based event per year.	CoL OSD	FoCG BWG	April 2016 – April 2020
ECE1.17	Develop a training session for City Gardens staff and other City Corporation colleagues and deliver annually to develop new skills in managing biodiversity in the urban parks environment. Funding dependant.	CoL OSD	FoCG	April 2016 – April 2020
ECE1.18	Seek volunteer support in the regular replenishing, cleaning and monitoring of bird feeding stations.	CoL OSD	FoCG	April 2016
ECE1.19	Introduce, promote and publicise bat walks in the City of London in partnership with the Friends of City Gardens.	FoCG	CoL OSD	April 2016 - April 2020
ECE1.20	Prepare guidance notes on the key tree species of value to biodiversity and the urban landscape specific to the City.	CoL OSD	FoCG	April 2017 – April 2018
ECE1.21	Introduce a tree walk and promote the City of London tree leaflet. Tree walk to held annually as part of regional/national awareness weeks. E.g. London Tree Week. Funding and volunteer and CoL officer input dependant.	CoL OSD	FoCG	April 2018 – April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
ECE1.22	Identify Spice Time Credits earn and spend opportunities to encourage new volunteers to get involved in biodiversity events and activities.	CoL OSD	CoL CCS S FoCG BWG	April 2016 - April 2020
ECE1.23	Increase Time Credit members and spend opportunities offered by the Open Spaces department.	CoL OSD	CoL CCS FoCG BWG	April 2016 - April 2020
ECE1.24	Develop a package of corporate volunteer day opportunities for the City of London website. All corporate volunteer days to support biodiversity projects and raise awareness of nature in City. Hold sessions for two corporate volunteer groups per year.	CoL OSD	FoCG	April 2016 - April 2020
ECE1.25	Develop a seed mix or planting palette to encourage residents to include biodiversity planting in window boxes on the Barbican Estate. Expand scheme to other City residential estates.	BWG	CoL OSD FoCG	April 2017 – April 2018
ECE1.26	Incorporate biodiversity enhancements into community food growing schemes. Promote good practice guidance to food growing groups and include in City in Bloom judging criteria.	FoCG	CoL OSD BAG GBA	April 2016 - April 2020
ECE1.27	Provide advice to residents and businesses that wish to feed the birds adjacent to open spaces. Information to be provided on the City of London website and distributed via the City Gardens e-newsletter.	FoCG	CoL CG	April 2016 – April 2020

**Table 5 - Action Plan 4: Data collection, surveys and monitoring**

Action No	Action	Lead Partner	Contributing partner	Start/end Date
DCSM1.1	Agree way forward and identify funding for a service level agreement with GiGL.	CoL OSD	CoL DBE	April 2016 – April 2017
DCSM1.2	Enter and provide updates on progress of the Biodiversity Action Plan on the Biodiversity Action Reporting System (BARS) or other appropriate recording and monitoring mechanism.	CoL OSD		April 2016 – April 2020
DCSM1.3	Carry out a full biodiversity audit with GiGL to gain an understanding of habitat type, size, quality, accessibility, areas of deficiency in access to nature and recorded species distribution in the Square Mile to inform a strategy for biodiversity conservation, enhancement and future opportunities. SLA agreement and funding dependant.	CoL OSD	CoL DBE GiGL	April 2016 – April 2020
DCSM1.4	Identify funding to carry out a black redstart and bat baseline survey to guide future management intervention and enhancements. Survey priorities to be identified during SINC review (April to October 2016)	CoL OSD	FoCG	April 2017 – April 2020
DCSM1.5	Identify funding and commission a spider and invertebrate survey.	CoL OSD	FoCG	April 2016 – April 2020
DCSM1.6	Identify funding and commission a moss, lichen and fern survey in targeted SINC sites. Produce specification of target sites.	CoL OSD	FoCG	April 2016 – April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
DCSM1.7	Promote and distribute GiGL monitoring forms to City Gardens staff, City Corporation colleagues and volunteer groups. Achieve a 10% increase in wildlife records submitted to GiGL for the City of London.	CoL CG	FoCG	April 2016 – April 2020
DCSM1.8	Develop a partner citizen science form to allow individuals to submit wildlife and green space information in the City of London. GiGL SLA agreement dependant.	CoL OSD	FoCG GiGL	April 2017 – April 2020
DCSM1.9	Participate in the annual RSPB Big Garden Birdwatch. Collect data, engage with City residents and raise awareness of the City bird population. Report to be produced and circulated and data submitted to GiGL.	FoCG	CoL OSD	April 2016 – April 2020
DCSM1.10	Use ArcGIS, the geographic information system (GIS) application used by the City of London, to map SINC's and other biodiversity features to identify current locations and areas of opportunity. E.g. bird boxes and bee hives.	CoL CG	CoL DBE	2016
DCSM1.11	Conduct an annual summer roof top/breeding bird survey. 1 survey per year. Identify funding to support survey, report production and volunteer expenses.	FoCG	CoL OSD	April 2016 – April 2020
DCSM1.12	Annual monitoring and clearing of bird boxes located in City of London Open Spaces. Annual report to be produced with feedback and recommendations.	FoCG	CoL OSD	April 2016 – April 2020
DCSM1.13	Promote annual nest box cleaning of boxes on private land, buildings and structures to private landowners and managers providing training and volunteers to assist contractors.	FoCG	CoL OSD	April 2016 – April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
DCSM1.14	Investigate opportunities for applicants or consultants to pass on their results of ecological surveys to GiGL as part of the planning process. Appropriate data to be submitted to GiGL.	CoL DBE	CoL OSD	April 2017 – April 2020
DCSM1.15	Carry out a moth survey at SINC sites. Surveys to include both ecologist and volunteer surveys. 1 site per year.	CoL OSD	FoCG	April 2016 – April 2020
DCSM1.16	Encourage building managers, owners and occupiers to commission an audit and survey of their green roofs or other green infrastructure to gather species and habitat data and inform current management and future enhancements and to make this data publicly available.	CoL DBE	CoL CG FoCG	April 2017 – April 2020

**Table 6 - Key for action plan tables**

Abbreviation	Organisation
CoL OSD	City of London Corporation, Open Spaces Department
CoL DBE	City of London Corporation, Department of the Built Environment
CoL CCS	City of London Corporation, Community and Children's Services
FoCG	Friends of City Gardens
BWG	Barbican Wildlife Group
GiGL	Greenspace Information for Greater London

## 8.0 Appendices

### 8.1 Appendix 1: National, regional and local policy

The list below outlines the key policy and legislation at a local, regional and national level to which the Biodiversity Action Plan contributes towards their delivery and support:

#### National Policy

Biodiversity 2020: a strategy for England's Wildlife and Ecosystem Services  
Habitats and Species of Principal Importance in England  
Natural Environment and Rural Communities Act 2006

#### Regional policy

The London Plan – The Spatial Development Strategy for London Consolidated  
with Alterations Since 2011 (March 2015)  
Connecting with London's Nature – The Mayor's Biodiversity Strategy (July 2002)

#### Local Policy

City of London Local Plan 2015

Core Strategic Policy CS9: Thames and the Riverside  
Policy DM 10.2 Design of green roofs and walls  
Policy DM 10.4 Environmental enhancement

Core Strategic Policy CS10: Design  
Policy DM 10.1 New development  
Policy DM 10.2 Design of green roofs and walls  
Policy DM 10.3 Roof gardens and terraces  
Policy DM 10.4 Environmental enhancement

Core Strategic Policy CS15: Sustainable development and climate change  
Policy DM 15.5 Climate change resilience and adaptation  
Policy DM 18.2 Sustainable drainage systems (SuDS)

Core Strategic Policy CS19: Open Spaces and Recreation  
Policy DM19.1 Additional open space  
Policy DM19.2 Biodiversity and urban greening

The City of London Open Spaces Strategy Supplementary Planning Document  
2015  
City Gardens Management Plan 2011 – 2016  
City of London Local Flood Risk Management Strategy 2014-2020  
City of London Tree Strategy Supplementary Planning Document (May 2012)  
City of London Thames Strategy Supplementary Planning Document (June 2015)  
City of London Joint Health and Wellbeing Strategy  
The City of London Air Quality Strategy 2015 - 2020

## 8.2 Appendix 2: City of London Biodiversity Action Plan Partnership Group

The following organisations and individuals are represented in the Partnership Group as having an influence and interest in delivering the objectives of the Biodiversity Action Plan:

- Barbican Allotment Group
- Barbican Wildlife Group
- British Land
- Broadgate Estates, City of London
- BTO (British Trust for Ornithology)
- Bumblebee Conservation Trust
- Butterfly Conservation
- Camden Council
- City of London Corporation
- City Residents
- Diocese of London
- Friends of City Gardens
- GiGL (Greenspace Information for Greater London)
- Golden Lane Allotment Group
- Greater London Authority
- Historic England
- Inner Temple
- London Beekeepers Association
- London Borough of Hackney
- London Borough of Islington
- London Borough of Tower Hamlets
- London Wildlife Trust
- Middle Temple
- Natural England
- Nomura International plc.
- Petticoat Square Gardening Club
- Port of London Authority
- RSPB (Royal Society for the Protection of Birds)
- Schroders plc.
- Sir John Cass Primary School
- Southwark Council
- TCV (Trust for Conservation Volunteers)
- Thames 21
- The Green Roof Consultancy
- Westminster City Council

### 8.3 Appendix 3: Open space typology and categorisation

The open space typologies used for the City of London Open Spaces Audit are identified in the table below:

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



## 8.4 Appendix 4: Public Open Space Categorisations

The table below provides an overview of the Public Open Space categories as defined in The London Plan. Spaces are categorised according to their size, facilities and local importance and provide a clear method to evaluate open provision and type across Greater London.

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

## 8.5 Appendix 5: Glossary

Explanation of terms used in the City of London Biodiversity Action Plan 2016-2020:

### **All London Green Grid**

The All London Green Grid (ALGG) is a Greater London Authority (GLA) framework to promote the design and delivery of 'green infrastructure' across London.

### **Biodiversity**

Biodiversity is the term used to describe the variety of life on Earth. This includes wildlife such as animals, birds and plants, the habitats which are the places they live and how they all interact with their surroundings as part of the ecosystem.

### **Building Research Establishment Environmental Assessment Methodology (BREEAM)**

BREEAM is the world's leading sustainability assessment method for master planning projects, infrastructure and buildings. It addresses a number of lifecycle stages such as new construction, refurbishment and in-use.

### **Citizen Science**

Citizen science is scientific research conducted by amateur or non-professional enthusiasts. Citizen science may be performed by individuals or groups of volunteers and interested parties.

### **City of London Corporation**

The City of London Corporation provides local government and policing services for the financial and commercial heart of Britain, the 'Square Mile'.

### **City Gardens, Open Spaces Department**

The City Gardens Team are responsible for tree and green space management for around 200 open spaces in the Square Mile including parks, gardens, churchyards, plazas and highway planting. The City Gardens Team is also responsible for Bunhill Fields Burial Ground just outside the City boundary in the London Borough of Islington.

### **City in Bloom**

City in Bloom is an annual campaign organised and judged by the volunteers of Friends of City Gardens. The competition recognises the work of communities, businesses and residents in making the places we live, work and visit a greener place. Entries can include all aspects of greening interventions including green roofs, courtyard gardens and window boxes.

### **Corporate Social Responsibility (CSR)**

CSR is a process which companies choose to follow to take responsibility for their actions and encourage positive impacts through their activities on the environment, consumers, employees, shareholders, communities and all other members of the public who may also be considered as stakeholders.

### **Department for Environment Food & Rural Affairs (Defra)**

Defra is a UK government department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy. Our broad remit means we play a major role in people's day-to-day life, from the food we eat, and the air we breathe, to the water we drink.

### **Friends of City Gardens (FoCG)**

A community group of volunteers comprising City residents, City of London Guides, City workers and other interested parties. They support the City Gardens Team and have a special interest in promoting and enhancing biodiversity.

### **Greenspace Information for Greater London (GiGL)**

GiGL is the capital's environmental records centre that collates, manages and makes available detailed information on London's wildlife, parks, nature reserves, gardens and other open spaces.

### **Green Corridors**

Almost continuous areas of open space which are linked. They can act as wildlife corridors and serve amenity, landscape and access roles.

### **Green Infrastructure**

A strategically planned and managed network of green spaces and other environmental features vital to the sustainability of any urban area. This includes although not exclusively trees, green roofs and walls and green corridors.

### **Local Plan**

The document setting out the strategy, vision and policies and proposals for planning the City. It was prepared in consultation with the public and was adopted in 2015.

### **London Biodiversity Partnership**

The London Biodiversity Partnership was formed in 1997 to bring together organisations to benefit wildlife and boost the capital's green space.

### **National Planning Policy Framework**

The Government's statement of planning guidance to local planning authorities, issued by the Department of Communities and Local Government in March 2012. The City Corporation must take account of it in preparing and implementing its planning policies.

### **Open Mosaic Habitat**

Open Mosaic Habitats on Previously Developed Land (OMH) is defined by the Defra. They are found mainly in urban and formerly industrial areas and have high biodiversity value. This value includes rare plants, mosses, lichens and a large number of rare invertebrates, especially bees, wasps and beetles.

### **Open Space**

Open space is land which is not built on and which has some amenity value or potential for amenity value. Amenity value is derived from the visual, recreational or other enjoyment which the open space can provide, such as historic and cultural interest and value. This includes open spaces in public or private ownership.

### **Single Data List 160-00**

An annual publication on local sites across England in positive conservation published by Defra. This publication contains information on local sites which are being managed to preserve their nature conservation interest and referred to as sites in 'positive conservation management'.

### **Sites of Importance for Nature Conservation (SINCs)**

Sites are designated as SINCs to highlight areas of ecological value in the City. The sites are graded as being of Metropolitan (SMINC) Borough (SBINC) or Local (SLINCs) importance.

### **Sustainable Drainage System (SuDS)**

A range of sustainable measures for surface water management which reduce the amount, flow or rate of surface water discharge into sewers.

### **Spice Time Credits**

Spice Time Credits are supported by the City of London Corporation. Individuals can earn Time Credits by giving their time to support a community activity or group. For every hour a volunteer gives to their community they earn one Time Credit which can be 'spent' to access services and activities with other groups or organisations signed up to the Spice Time Credits Network.

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