



Open Spaces and City Gardens

Date: MONDAY, 18 APRIL 2016
Time: 2.15 pm or at the rising of the West Ham Park Committee
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

Enquiries: Natasha Dogra 0207 332 1434
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 - 8)

Open Spaces

4. **2016 TO 2019 OPEN SPACES BUSINESS PLAN**
Report of the Director of Open Spaces.
5. **OAK PROCESSIONARY MOTH PLAN 2016**
Report of the Director of Open Spaces.

For Decision
(Pages 9 - 40)

For Information
(Pages 41 - 50)

City Gardens

6. **SUPERINTENDENT'S UPDATE**
Report of Superintendent of Parks and Gardens
7. **CITY OF LONDON DRAFT BIODIVERSITY ACTION PLAN (2016-2020)**
Report of the Director of Open Spaces.

For Information
(Pages 51 - 54)

For Decision
(Pages 55 - 140)

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

Part 2 - Non-Public Agenda

10. **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

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

For Decision
(Pages 141 - 142)

12. **FINSBURY CIRCUS - CROSSRAIL REINSTATEMENT ISSUES**
Report of the Director of Open Spaces.

For Decision
(Pages 143 - 154)

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 WHILST THE PUBLIC ARE EXCLUDED**

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OPEN SPACES AND CITY GARDENS
Monday, 1 February 2016

Minutes of the meeting of the Open Spaces and City Gardens held at
Committee Room - 2nd Floor West Wing, Guildhall on Monday, 1 February
2016 at 1.45 pm

Present

Members:

Alderman Ian Luder (Chairman)
Graeme Smith (Deputy Chairman)
Alderman Gordon Haines
Alderman Robert Howard
Wendy Mead
Barbara Newman
Virginia Rounding
Jeremy Simons
Michael Welbank

Officers:

Natasha Dogra	Town Clerk's Department
Neil Davies	Town Clerk's Department
Sue Ireland	Director, Open Spaces
Martin Rodman	Superintendent, City Gardens and West Ham Park
Gerry Kiefer	Open Spaces Business Manager
Richard Gentry	Constabulary & Queens Park Manager
Louisa Allen	City Gardens Manager
Lucy Murphy	West Ham Park Manager
Patrick Hegarty	Technical Manager, Open Spaces
Mark Jarvis	Chamberlain's Department
Luke Joyce	Department of the Built Environment
Kristian Turner	Department of the Built Environment

1. **APOLOGIES**

Apologies were received from Deputy Alex Deane, Verderer Peter Adams, Catherine Bickmore and John Beyer.

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

There were no declarations made.

3. **MINUTES**

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

Matters Arising:

2015/16 Business Plan Quarterly Performance Update

The Committee were informed that the City had in fact retained 15 green flags and 12 heritage awards.

Open Spaces Bill

Members noted that the House of Commons had received the first reading of the Open Spaces Bill on 22nd January 2016. The second reading was due to commence today, 1st February 2016.

4. REVIEW OF THE FREQUENCY OF COMMITTEE MEETINGS AND TERMS OF REFERENCE.

The Committee received the report of the Town Clerk and noted that at their meeting on 7th 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 had investigated this possibility and proposed Committee meeting dates for the 2017/18 municipal year.

Members considered the committee meeting dates for 2017/18 and agreed the following:

22 February 2017

12 May 2017

17 July 2017

9 October 2017

4 December 2017

20 February 2018.

Members agreed that the Open Spaces & City Gardens Committee should meet at 11:30am, with West Ham Park Committee convening at 12:15pm. The timings of either meeting could be amended should the agenda necessitate this.

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.

Members noted that part (c) of the terms of reference should read “to take joint responsibility for allocating grants in relation to Open Spaces, 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.”

Resolved – that the Committee:

1. Approved the terms of reference; with the amendment to part (c) of the terms of reference to read “to take joint responsibility for allocating grants in relation to Open Spaces, 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.”
2. Approved the frequency of their meetings effective from 2017/18.

5. **2015/16 BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 3 (APRIL TO DECEMBER 2015)**

The Committee received the Business Plan Quarterly Performance update which summarised the Open Spaces departmental performance against the 2015/16 – 17/18 business plan. Members noted that at the end of third quarter, one departmental programme was reporting as amber – the Lodges Review Programme. All other programmes were green.

The Committee were informed that the City had in fact retained 15 green flags and 12 heritage awards.

In regards to the development of staff indicators, Officers informed Members that a more effective and appropriate basket of performance indicators relating to staffing and personal development was being considered for inclusion in the 2016-19 business plan.

Resolved – that the item be received.

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

The Committee received the annual submission of the consolidated revenue and capital budgets overseen by the Committee. In particular, Members noted the latest approved revenue budget for 2015/16 and the proposed revenue budget for 2016/17, as approved by the relevant Open Spaces Committees. Members attention was drawn to the changes in the number of full time employees in the department and the Committee expressed their gratitude to Officers for their hard work.

Resolved – that the update be received.

7. **OPEN SPACES HEALTH & SAFETY AUDIT 2015**

The Committee received and update informing Members that the annual Open Spaces audit of Health and Safety (H&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.

Members noted that the only recommendation arising from the review regarding Open Spaces was in relation to the Annual Certificate of Assurance (ACA). The department had not produced ACA's in the past, as the annual audit system operated by Open Spaces pre-dates that which was established corporately and the Director has therefore continued with the practice of annual reporting to the committee. The director confirmed that this had now been completed.

Members noted that a permit to work system had been introduced at Epping Forest as a pilot scheme to assist with control of contractors on site. This had helped manage the risk of unsafe practices among contractors and was being considered for implementation by other divisions.

The Committee recognised that good induction of staff was noted across the department. Improvements in staff instruction and training were noted in City Gardens in particular, where a new safety manual had been developed. Members noted that the reporting and subsequent investigations of 'near misses' had increased and Officers encouraged this across all open spaces. The Committee agreed that this promoted a culture of transparency which in turn led to issues being addressed early on and before a major incident occurred.

Significant work had been done to reduce harmful exposure to vibration from the use of work equipment. This had 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 was then used to determine safe time limits for the use of the equipment by staff. Members expressed concern that they were not provided with KPI data and the Director confirmed this would be reported using the Business Planing quarterly reports in future.

Resolved – that the report be received.

8. OPEN SPACES DEPARTMENT - PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION

Members noted the progress which had been made with the Sports Projects and Programme Board; specifically with regard to a review of the 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.

Members noted the benefits of entering a partnership with the LTA which included access to coaches and coaching models and tennis courses for all ages and abilities and sought Members support for this approach. The Committee noted that a consultant had provided analysis of the full cost of sports provision across the Open Spaces. The cost of provision of sporting activities across all Open Spaces Department was estimated at £2.4m per annum; with a corresponding income of £724,000 i.e. the net cost of service is £1.7m.

The Committee noted that the Sports Programme and Project Board was currently tendering for consultants to carry out a "user and non-user" consultation. This piece of work would provide a detailed understanding of the current profile of users and views (positive and negative) users had of the sports facilities within Open Spaces. Members noted that 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.

Members noted that in partnership with the LTA, there was an opportunity to access the LTA ClubSpark online tennis booking system. The ClubSpark system enabled users to book tennis courts using a PC, smartphone or tablet.

The system could be set up to take payments online and court bookings and membership can be managed by various modules in the application. ClubSpark was 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. This information could be used to determine the profile of users of the tennis courts and identify trends of usage. Officers informed Members that all information received from online bookings would be collated and stored in accordance with the Data Protection Act.

The Committee noted that £85,000 funding from the LTA had also been secured for the resurfacing works to be undertaken on 9 tennis courts located at West Ham Park.

Resolved – that Members:

- Noted 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.
- Supported the implementation of the Strategic Impact Framework for the Sports Programme & Physical Activity.

9. IMPLEMENTATION OF GRANTS REVIEW

Members noted that 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".

Members noted that proposals for four themes, including "Enjoying Open Spaces and the Natural Environment" were being presented to the Policy and Resources Committee in February for their approval. The Committee agreed that it would be beneficial to ask the Policy & Resources Committee to also determine the geographical area included under the grants programme and whether the green spaces referred to were the City's own open spaces or included those wider afield.

Members agreed that the draft sub-themes titled "connecting communities with their green spaces" must be widened to ensure the promotion of green areas in all vicinities in the city.

Resolved – that Members 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.

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

The Committee received an update from the City Gardens Manager on management and operational activities across the City Gardens section since December 2016.

Members noted that City Gardens would be representing London in the Royal Horticultural Society's Britain in Bloom campaign this year in the Town category. The Friends of City Gardens would take on a more prominent role in the planning of this along with London and City in Bloom campaigns. A launch event was planned at the end of February to generate interest and launch all three campaigns.

Members were informed that Parkguard Ltd, an independent community safety service, had 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 would undertake patrols at key times in Bunhill Fields to evaluate if their presence improved these issues. Findings would be reported to Committee in the autumn.

Resolved – that the update be received.

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

The Committee considered a report of the Director of the Built Environment regarding the London Wall Place Section 106 and Section 278 Highway and Public Realm Improvements. Officers informed Members that the subject of maintenance fees would be considered under the design stage of the project.

Members were informed that Officers were working with Transport for London to introduce a number of new bus routes to avoid stopping at Liverpool Street Station.

The Committee agreed that it was important to remain flexible and to ensure that the outcome was one that was the more appropriate for all road users. Members noted that various options were being considered, however, no proposal would limit London Wall from operating as it does now. The Committee also noted that the use of variation of surfaces would be used to deter skate-boarding in the area.

Resolved – That the Committee approved the recommended option for St. Alphage Gardens to be progressed to detailed design

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

Members noted the background and production of a Draft Biodiversity Action Plan (2016-2020). 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. Members were asked to agree to the draft plan being made available for public consultation. Following consultation, any

proposed changes to the draft plan would be brought back to Committee for approval and for formal adoption as a City-wide Biodiversity Action Plan.

Resolved – that Members approved the text of the Draft Biodiversity Action Plan for public consultation.

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

There were no questions.

14. **EXCLUSION OF THE PUBLIC**

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

15. **NON-PUBLIC MINUTES**

Resolved – that the minutes be approved as an accurate record.

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

The non-public document was received.

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

The non-public document was received.

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

The Committee noted that the Efficiency and Performance Sub (Finance) Committee had responsibility for overseeing and monitoring the agreed programme of work arising from the Service Based Review (SBR).

Resolved – that the update be received.

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

This report had been removed from the agenda as it was for the consideration of the Epping Forest and Commons Committee only.

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

There were no questions.

21. **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 2:45pm

Chairman

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

Committee:	Date:
Open Spaces and City Gardens - For Decision	18 April 2016
West Ham Park - For information	18 April 2016
Epping Forest and City Commons - For information	9 May 2016
Hampstead Heath, Highgate Woods and Queens Park - For information	16 May 2016
Subject: 2016 to 2019 Open Spaces Business Plan	Public
Report of: Director of Open Spaces	For Decision and information
Report author: Gerry Kiefer, Open Spaces	

Summary

The report outlines to Members Open Space’s Business Plan for the period 2016 to 2019. The Plan emphasises the Department’s vision and objectives as well as the open space’s charitable objectives.



The Business Plan details fifteen key actions over a five year period that will deliver these departmental and charitable objectives. In order to manage performance, twenty four ‘SMART’ performance indicators have been proposed. This will enable the Department to show, over a three year period that it is working towards continuous improvement. A summary of the key actions and performance indicators is attached as appendix 1.

Acknowledging that the management of risk is a key factor for the Department, the departmental risk register has been reviewed and considered in the development and production of this Business Plan (appendix 2).

Recommendation

Open Spaces Committee Members are asked to:

- Approve the Open Spaces 2016 – 2019 Business Plan.

1. Background

- 1.1. The City of London's Business Plans are developed at a Departmental level. These annual plans set out the Department's vision, objectives, actions and measures of achievement over a three to five year term.
- 1.2. The Business Plan recognises that Open Spaces provides services both as a local authority (City Gardens and the City of London Cemetery and Crematorium) and through its eight charitable trusts.
- 1.3. The Plan performs a number of functions for the Department. It helps inform our staff, other Departments, senior officers and Members about the range of services and activities that we will be delivering over the next three to five years. It provides a useful background for new members of staff and is a useful reference point for partners.
- 1.4. The 2015/18 Business Plan focussed on our themed Programmes and Projects to highlight the importance of cross departmental work in driving forward service improvement and delivering our Service Based Review savings. This approach has led to the start of a cultural transformation within the Open Spaces Department with officers beginning to work more collaboratively and supportively and openly sharing their knowledge, experience and skills across divisions and departments.

2. Current Position

- 2.1. As our Programmes and Projects move into year two of delivery, this year's Business Plan brings attention to the considerable amount of 'other' work that is planned to take place across the Department.
- 2.2. The Department has developed a Vision which is to:
 - *Preserve and protect our wold class green spaces for the benefit of our local communities and the environment*
- 2.3. Each charitable trust has its own objectives but the common themes are the:
 - *Preservation of the open spaces*
 - *Provision for recreation and enjoyment of the public*
- 2.4. Departmental objectives have been embedded through the Business Plan process:
 - *Protect and conserve the ecology, biodiversity and heritage of our sites*
 - *Embed financial sustainability across our activities by delivering identified programmes and projects*
 - *Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities*
 - *Improve the health and wellbeing of community through access to green space and recreation*

and these together with the vision and charitable objectives inform and direct the work of the Department.

- 2.5. The Cemetery and Crematorium Division within the Open Spaces Department reports to the Port Health and Environmental Services (PHES) Committee. An adapted version of this report focussing on the sections of the Plan that relate to the Cemetery and Crematorium will be reported to PHES Committee in May for approval.

3. Proposals

- 3.1. The key areas of work for the Department are identified within the Business Plan's Key Actions section (summarised in appendix 1 and provided in detail in appendix 3). The Key Actions identify the departmental objectives and details the actions to deliver the objectives, key milestones, success measures, lead officers and partners and how these actions cross reference to the organisation's strategic aims and priorities. An additional objective to 'improve service efficiency and workforce satisfaction' is included together with relevant key actions.
- 3.2. In order to develop the service's performance management and strive for continuous improvement, twenty four Specific, Measurable, Achievable, Relevant and Time bound Performance Indicators are proposed (summarised in appendix 1 and provided in detail in appendix 4). By setting targets for three years the Department will endeavour to sustain ongoing planned improvement, collect reliable baseline data where necessary to enable performance measurement, and make longer term improvements where annual measures are too limited.
- 3.3. A performance indicator for learning and development has not been included as there is currently no comprehensive process or system to capture the amount and/or benefit of training that staff receive. The Department will work with HR to develop a measure that is reliable, consistent and reflective of the Department's learning and development offer so that a new performance indicator can be included in the 2017/18 Business Plan.

4. Corporate & Strategic Implications

- 4.1. The Business Plan identifies how the department's improvement activities will support the aspirations of the organisation, as reflected in the Corporate Plan. The Improvement Actions particularly support the organisation's core value of: Working in partnership.
- 4.2. Delivering the Business Plan will support the Corporation's strategic aims to:
- SA2 - Provide modern, efficient and high quality local services, including policing, within the Square mile for workers, residents and visitors
 - SA3 - Provide valued services, such as education, employment, culture and leisure to London and the nation.
- 4.3. In addition it will deliver the key policy priorities: KPP2, KPP3, KPP4, and KPP5 as defined in the [Corporate plan](#).

5. Implications

- 5.1. **Risk** - The risks associated with delivering this Business Plan have been considered. Risks are managed at a divisional level and will be reported to

Members in the summer. Those risks which cut across divisions and/or would have an impact which would be felt beyond the division are reported at a Departmental level. These Departmental risks are included within the Business Plan (appendix 2). There are currently ten Departmental risks and one Corporate risk:

Departmental risks:

- Ensuring the health and safety of staff, contractors and public
- Extreme weather
- Delivering the departmental Programmes and Projects
- Animal, plant and tree diseases
- Impact of housing / highways development
- Recruiting and retaining appropriately skilled staff
- Breaking Ground
- Water management
- Limited financial resources

Corporate risk

- Hampstead Heath Ponds

5.2. **Property** - Officers will continue to progress the outcome of the 2015/16 property asset review in collaboration with the City Surveyor to ensure that Open Spaces' assets are being used efficiently and effectively.

5.3. **Finance** - The Open Spaces 2015/16 Service Based Review identified that £2,189,000 savings would be made over three years. Savings of £699k have been achieved in year 1 (2015/16) and further savings of £721k and £769k are required in years two and three, respectively. Our Business Plan recognises this level of savings.

6. Conclusion

6.1. The Business Plan sets the direction for service delivery across Open Spaces over the next three to five years. It shows how we will deliver not only against our own objectives and vision but also those of the Corporation. We have carefully considered risk management in the process of developing our Business Plan and have set ourselves targets for continuous improvement.

Appendices

- Appendix 1 – Summary Improvement Plan and Performance Indicators
- Appendix 2 – Departmental Risk Register
- Appendix 3 – Detailed Improvement Plan
- Appendix 4 – Detailed Performance Indicators

Background Papers

A full copy of the Business Plan is available from the Members room and can be provided on request by Democratic Services officers.

Gerry Kiefer

Directorate Business Manager

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APPENDIX 1: SUMMARY BUSINESS PLAN

Open Space's Strategic Vision is to:	Preserve and protect our world class green spaces for the benefit of our local communities and the environment.	
Our Departmental Values are:	Quality: Inclusion: Environment: Promotion: People:	Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation. Involve communities and partners in developing a sense of place through the care and management of our sites. Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations. Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living. Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance
Our Charitable Objectives are:	Preservation of the open spaces Provision for recreation and enjoyment of the public	
Our Departmental Objectives are:	OSD1: OSD2: OSD3: OSD4:	Protect and conserve the ecology, biodiversity and heritage of our sites Embed financial sustainability across our activities by delivering identified programmes and projects Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities Improve the health and wellbeing of community through access to green space and recreation
Our Key Actions to achieve these departmental objectives are:	<p>PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES</p> <ul style="list-style-type: none"> a) Continue to develop and implement strategies that direct the management of our open spaces b) Develop and implement effective water management plans c) Develop a long term Wanstead Park conceptual options plan d) Deliver the Kenley Revival project e) Achieve museum accreditation and develop arising opportunities <p>EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS</p> <ul style="list-style-type: none"> f) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure h) Actively engage in key corporate procurement opportunities 	

- i) Ensure sustainable provision of the Cemetery and Crematorium service

ENRICH THE LIVES OF LONDONERS BY PROVIDING A HIGH QUALITY AND ENGAGING EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

- j) Embed the new Learning Programme across the Department
- k) Develop volunteering across our sites

IMPROVE THE HEALTH AND WELLBEING OF COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

- l) Work with partners to create open spaces within the boundary of the City of London
- m) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.

In addition to delivering these departmental objectives we will also deliver actions to:

IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION

- n) Ensure the health and welfare of our skilled and motivated staff
- o) Make more effective use of IT and adopt 'smarter' ways of working

SUMMARY PERFORMANCE INDICATORS

Our Performance Indicators have been identified over a three year period to drive continuous improvement and recognise the timescales sometimes required to see transformation. NB: For details regarding the targets for these PI's please see appendix 4.

PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES

1. Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019.
2. Retain 12 green heritage awards and increase this to 13 sites by 2018/19.

EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS

3. Achieve our Departmental net local risk budget.
4. Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's.
5. Increase the number of burials.
6. Increase the number of cremations.
7. As a minimum, achieve local risk Cem & Crem income target.

8. Reduce utility consumption.
9. Reduce fuel consumption.
10. Increase electricity generation.

ENRICH THE LIVES OF LONDONERS BY PROVIDING A HIGH QUALITY AND ENGAGING EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

11. Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.
12. Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families.
13. Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic Groups or under-represented groups.
14. Increase the amount of supported volunteer work hours.
15. Increase the amount of unsupported volunteer work hours.

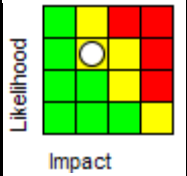
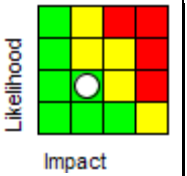

IMPROVE THE HEALTH AND WELLBEING OF COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

16. Increase the amount of tennis played across our sites.
17. Increase the amount of football played across our sites.
18. Increase the number of golf visits at Chingford Golf Course.
19. Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.
20. Increase the number of 'visitors' to the Open spaces webpages.

IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION

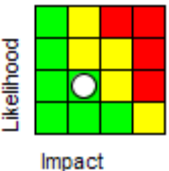
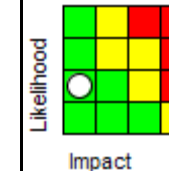

21. Increase the percentage of H&S accidents that are investigated within 14 days.
22. Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.
23. Reduce the average number of FTE working days lost per FTE due to long term sickness absence.
24. Increase the percentage of Open Spaces staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.

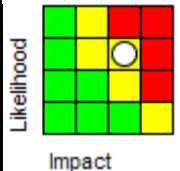
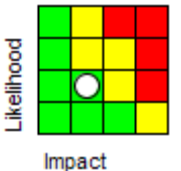
Appendix 2: DEPARTMENTAL RISK REGISTER

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, contractors and public Sue Ireland	<p>Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes</p> <p>Event: Staff or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of the public, staff, or a contractor</p>			01-Aug-2016	 Decreased Risk Score
Action no, Title, Owner	Description	Managed By	Due Date		
OSD 001 an annual cycle of H&S audits	H&S leads carry out annual divisional self-assessment audits which are then validated via site visits by H&S leads from other divisions every other year. The outcomes are reported to the Quarterly H&S Group and the OS&CG Committee annually. The process is supported by set-up meetings at the start of the cycle and a feed-back meeting after the validation visits to review lessons learnt and departmental issues for escalation. Local Improvement Plan actions from previous audit followed up by divisional management teams. The process both supports officers in their divisional roles through shared good practice and provides assurance of continuous improvement.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	01-Apr-2017		
OSD 001 b Monitoring & review of incidents and accidents	Summary of incident details, actions taken and lessons learnt reviewed at the departmental Quarterly H&S Group. Annual statistics sent to the Open Spaces & City Gardens Committee and shared with the departmental H&S Group	Technical Manager	01-Apr-2017		
OSD 1 c Risk Assessments	Generic RA produced by a departmental working group of H&S leads, for guidance and consistency. Local H&S risk registers maintained by divisions and RA produced locally for tasks undertaken based on generic RA and local factors. The RA incorporate a dynamic element where appropriate in response to variable conditions. The RAs are then used to generate Safe Systems of Work as generic documents for the department subject to local amendment for divisional requirements where necessary.	Technical Manager	01-Apr-2017		
OSD 1 d Best practice shared through quarterly H&S Group	Meeting chaired by the Director and with a high level of support from Central H&S officers (TC and CS Departments), with all OS divisions represented,	Technical Manager	01-Apr-2017		

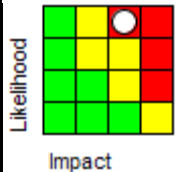
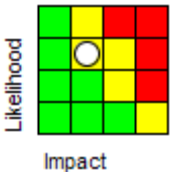
	results in good communication of key information and early highlighting of issues.		
OSD 1 e Review of safe systems of work	Reviews are undertaken annually and following every incident / accident by divisions and where appropriate the generic documents are reviewed by the Risk Assessment Group.	Technical Manager	01-Apr-2017
OSD 1 f Member challenge of H&S management	Annual report on Health & Safety to Open Spaces and City Gardens	Technical Manager	01-Apr-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather Due Ireland Page 17	Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted, incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.		12		4	31-Mar-2019	↔ No change
	Action no, Title, Owner	Description	Managed By		Due Date		
OSD 2 a Proactive response to weather warnings	Alerts issued to staff, communication at sites and via social media around potential impacts. Storm monitoring and management and closure policies across all sites	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly			
OSD 2 b Review of site emergency plans	Site emergency plans reviewed annually and following incidents if appropriate	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly			
OSD 2 d Planting choices	Consider impacts of climate change when considering plants to purchase - tree canopy, annual bedding vs herbaceous perennials	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly			

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 003 Delivering the Departmental Road Map Projects and Programmes Sue Ireland	Causes: Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate Event: Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.			01-Sep-2016	 Decreased Risk Score
Action no, Title,	Description	Managed By		Due Date	
OSD 3 a Departmental Roadmap	Roadmap sets out departmental projects and key corporate projects with timescales and RAG status	Directorate Business Manager		31-Mar-2018	
OSD 3 b Opportunity Outlines	All roadmap projects start with an opportunity outline	Sue Ireland		01-Apr-2016	
OSD 3 c Departmental training	Training for the Departmental Management Team and their direct reports	Directorate Business Manager		30-Mar-2016 and when required	
OSD 3 d Year One review	Review and implement the actions arising from the year one Programmes and Projects Review	Directorate Business Manager; Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		30 June 2016	


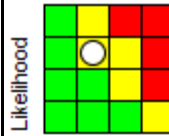
Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings Sue Ireland	<p>Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues</p> <p>Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.</p> <p>Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.</p>	 12	 4	31-Mar-2019	↔ No change

Action no, Title	Description	Managed By	Due Date
OSD4 a Engage in corporate process of rationalising operational property	Part of the cross cutting corporate review. OS progressing outcomes of the operational property review	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review regularly
OSD4 b Asset lists to be reviewed	Each superintendent to review their asset list and agree changes	Sue Ireland; Directorate Business Manager	01-Apr-2017
OSD4 c Improve communication with CS MITIE client officers	Regular meetings held between CS client officers and OS site staff to discuss and raise concerns re BRM performance. Regular asset inspection. CS attend SMT monthly where issues escalated.	Directorate Business Manager	01-Jul-2017
OSD4 d Input into development of new Building repairs and maintenance contract	Each OS division has a representative on the BRM customer working group. SLT receive feedback from BRM customer working group meetings. Business Manager attends Facilities Services Category Board at which BRM is one of the categories.	Gary Burks; Directorate Business Manager	01-Jul-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 005 Animal, Plant and Tree Diseases	<p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p>Event: Sites become infected by animal, plant or tree diseases e.g. Oak</p>	 16	 6	31-Mar-2019	↔

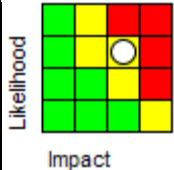
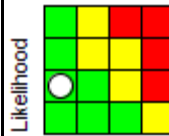
Sue Ireland	<p>Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p>Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>						No change
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Action no, Title,	Description	Managed By	Due Date
OSD5 a Monitoring Programmes	Lackey/Brown Tail/Oak Processionary/Gypsy Moth monitoring programmes in place. Pilot treatments of Horse Chestnut infected with Leaf Miner Moth at EF.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 b Treatment of any OPM sites	Treatment will be depend on lifestyle of the OPM but to be undertaken as early as possible. Pheromone traps in place for OPM.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 c Cattle biosecurity	Movement of cattle to be controlled to reduce risk of disease	Andy Barnard; Paul Thomson	Review 6 monthly
OSD5 d Plant and tree procurement	Sourcing to be controlled to minimise spread of disease	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 e Engagement with leading partners	Active involvement with leading partners such as Forestry Commission and Natural England. Membership of relevant forums to keep knowledge updated	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 f Relevant training	Staff trained and have specialist subject knowledge. Biosecurity measures are in place across the Division for staff, volunteers and contractors	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator		
OSD 006 Impact of Housing / Highways	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities	 Likelihood Impact	12	 Likelihood Impact	6	31-Mar-2019	↑

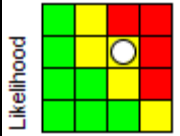
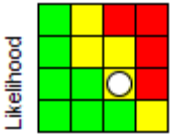
Development	Event: Major development near an open space						Increased Risk Score
Sue Ireland	Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.						
Action no, Title	Description	Managed By			Due Date		
OSD 6 a Proactive responding to planning applications	Superintendents and their teams monitor local planning applications and respond to those which may impact upon the City's open spaces.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly		
OSD 6 b Engagement in Local Development Plan process	Engagement and close partnership working with neighbouring planning authorities as local planning policy documents are revised to lobby for enhanced protection of open spaces sites and their environs	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly		
OSD 6 c Impact monitoring	Active monitoring of pollution, visitor numbers (where possible), environmental impacts. Ground renovation works planned to alleviate compaction issues.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock			Review 6 monthly		

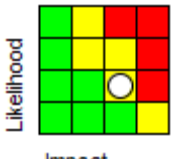
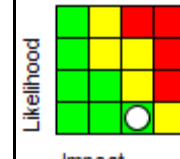
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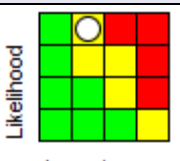
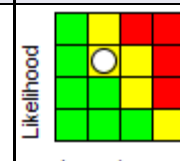
Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Recruiting and retaining appropriately skilled staff	Cause: Failure to provide attractive employment prospects for skilled staff. Event: Staff capacity greatly reduced as skilled workers move to other fields. Impact: Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.		12		2	01-Apr-2017	↓ Decreased Risk Score
Sue Ireland							
Action no, Title	Description	Managed By			Due Date		
OSD 7 a Diversity networks	Staff encouraged to join and engage with their peers across the City	Sue Ireland			Review 6 monthly		

OSD 7 b Implementing IIP Review outcomes	IIP used as a process of continuous improvement	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 7 c Training Plans	Training plans developed at divisional and departmental level to ensure that staff are appropriately trained to carry out their duties in a safe and effective manner and to identify shared training needs and opportunities	Directorate Business Manager	30-June-2017
OSD 7 d Succession planning	Work with HR to develop staff development planning and succession plans. Workforce development plan being finalised and then to be implemented (16/17)	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 7 e PDR process	Utilisation of the PDR process to set clear objectives and behaviours, monitor progress and review outcomes	Andy Barnard; Gary Burks; Directorate Business Manager; Martin Rodman; Paul Thomson; Bob Warnock	01-May-2016
OSD7 f Autonomy of Chief Officers to aid recruitment and retention	Corporate review of practices associated with appraisals and recruitment	Sue Ireland;	31-Mar-2017

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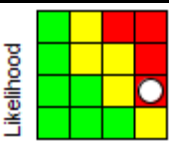
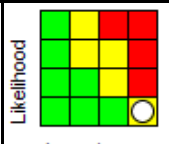

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 008 Breaking Ground Sue Ireland	Cause: Unmapped hazardous underground infrastructure such as electric cables, gas, oil or water. Exposure to unexploded ordnance, etc. Event: Digging or insertion below ground on our sites Effect: Danger of electrocution, flooding, explosion or pollution resulting in major injury, fatality or service disruption.	 12	 8	31-Mar-2019	↔ No change
Action no, Title, Owner	Description	Managed By	Due Date		
OSD 008 a New procedures and permit to work system being implemented	Permit to work system for contractors trialled and implemented at Epping Forest, being rolled out at other sites over the next year.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017		
OSD 008 b Training and Awareness for Staff / Contractors of Risks	Ongoing training action to be overseen by OS Technical Manager.	Technical Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly		

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 009 Water Management Sue Ireland	<p>Causes: Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility</p> <p>Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse</p> <p>Impact: Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Damage to/loss of habitat and associated rare species. Reputational harm.</p>			31-Mar-2019	↔ No change
Action no, Title	Description	Managed By		Due Date	
OSD 9 a Regular monitoring	Biannual Panel Engineer Inspections of 5 Large Raised Reservoirs (LLR) and 3 Monitored Sub-LRRs @ Epping Forest. Internal inspection regimes/condition assessments undertaken.	Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly	
OSD 9 b Improvement works identified	Scoping evaluations underway for Baldwins Pond and Birch Hall Park Pond Eagle Pond outward dam toe to be surveyed. Temporary overflow fitted to Birch Hall Pond to stop risk of overtopping. Options costed and Gateway 4 report drafted Highams Park Lake Dam LRR completed 2015/16	Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly	

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 010 Limited financial resources	<p>Cause: limitations of local risk budget, pressure for limited resources from other COL departments, inability to provide match funding to attract external resources</p> <p>Event: Failure to deliver OS Business Plan. Inability to address actions identified within the risk register.</p>			31-Mar-2019	↔ No change

Sue Ireland	Effect: Failure/reduced ability to deliver quality services to the public,					
Action no, Title	Description	Managed By	Due Date			
OSD 10 a Maximise external funding opportunities	Identify and apply for external funding. Maximise opportunities for funding for charitable elements of the Department. Develop partnerships to maximise opportunities. Funding Board established to co-ordinate, steer funding applications.	Directorate Business Manager	31-Mar-2017			
OSD 10 b Capital funding need identified	Costed options developed. Gateway submissions made for identified projects.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017			
OSD 10 c Increase Income	Identify opportunities for increasing income through new opportunities or by reviewing existing fees and charges	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017			
OSD 10 d Improve efficiency	Use Programmes and Projects to identify opportunities for improved efficiency of service delivery	Directorate Business Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017			

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Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
CORPORATE RISK 11 Hampstead Heath Ponds - overtopping leading to dam failure Sue Ireland; Paul Monaghan	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure - including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been initiated to mitigate this risk as the current</p>	 Likelihood Impact 16	 Likelihood Impact 8	31-Oct-2016	 No change

	interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping				
Action no, Title	Description	Managed By	Due Date		
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency	Regular monitoring of budget and risk provisions	Paul Monaghan	31-Oct-2016		
CR11 b Agreement of methods of working with utilities	Agreement of methods of working with utilities - achieved	Paul Monaghan	31-Oct-2015		
CR11 c Site supervision by DBE and OS to ensure appropriate H&S procedures	Regular review of H&S and working practices - in particular movement of vehicles	Paul Monaghan	31-Oct-2016		
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG	Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role	Paul Monaghan; Bob Warnock	31-Oct-2016		
CR11 f Daily ecological monitoring by BAM and Heath staff to check for nesting birds	As per planning consent and conditions	Paul Monaghan	31-Oct-2016		
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM	To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints	Paul Monaghan; Bob Warnock	31-Oct-2016		
CR11 h Resolution of issues with adjoining land owners	There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case - via transfer, access agreements or registration as co-undertakers with the EA.	Paul Monaghan	31-Oct-2015		
CR11 i Approval of designs for Highgate 1	The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.	Paul Monaghan	31-Oct-2015		

Case No 5

City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

APPENDIX 3 – KEY ACTIONS: 2016 to 2021

This appendix shows our key actions over the next five years and how they link to the [Corporate Plan's](#) strategic aims and key policy priorities as well as our [Departmental objectives and values](#). Please see key at bottom of tables.

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
a) Continue to develop and implement strategies that direct the management of our open spaces	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
b) Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Engineering works completed – Oct 16 Planting and landscaping works completed – Oct 2017	Works completed on time and on budget: £21,198,475	Bam Nuttal NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH	Quality Environment	KPP 4
	Progress delivery of the Burnham Beeches pond embankments project	<ul style="list-style-type: none"> Consultants engaged to conduct biological survey – 2016/2017 Funding routes identified – 2016/17 Funding secured 2016 to 2019 	<ul style="list-style-type: none"> Funding secured Embankments works delivered to the required standard within budget 	Conservation Officer	EFCC	Quality Environment	SA 3
c) Develop a long-term Wanstead Park conceptual	To identify and prioritise opportunities for capital investment and potential changes in management to conserve, and/or	<ul style="list-style-type: none"> Conceptual options plan – Autumn 2017 Stakeholder consultation – Autumn 2017 	Committee approval received at appropriate stages. Direct works programme	EF Operations team Built Environment	EFCC	Quality Environment	SA3 KPP 3 KPP5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
options plan	restore many aspects of Wanstead Park	<ul style="list-style-type: none"> Funding strategy – Autumn 2017 Project consultants engaged – Autumn 2017 Internal improvement works plan implemented – Autumn 2017 Funding obtained - 2019 Hydrological and other monitoring activity established - 2019 Capital and maintenance works plan prepared - 2019 Major capital works tendered and contractors appointed - 2019 	<p>initiated.</p> <p>Conceptual Options plan agreed</p> <p>Costed capital and maintenance works plan agreed</p> <p>Funding secured</p> <p>Major capital works contractors appointed</p>				
d) Deliver the Kenley Revival project	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	<p>Capital conservation works commence June and finish September 2017.</p> <p>Project completion - February 2019.</p>	<p>Structures conserved and removed from the Heritage At Risk Register.</p> <p>10,600 hours of volunteering.</p> <p>Number of visits increased by 19,000 above year 1 baseline.</p>	<p>Head Ranger</p> <p>Kenley Airfield Friends Group</p> <p>Historic England.</p>	EFCC	Quality Inclusion Environment Promotion	<p>SA3</p> <p>KPP 5</p>
e) Achieve museum accreditation	Submit full Museum Accreditation application to Arts Council England for The View (Epping	Museum Accreditation Submission – end May 2016	<p>Achieve museum accreditation status</p> <p>Visitor Attraction Quality</p>	<p>FCO: Heritage and Interpretation</p> <p>Head of Visitor</p>	EFCC	Promotion Quality	<p>SA3</p> <p>KPP 5</p>

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
and develop opportunities arising	Forest Collection) Complete collections rationalisation programme Quantify visitor experience aspects of the museums accreditation	Inventory and condition reports completed – March 2019	Assurance Scheme awarded for The View	Services			

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
Deliver our Programmes and Projects, some of which will deliver departmental SBR savings	Develop and deliver our Programmes and Projects: <ul style="list-style-type: none"> ▪ Learning Programme ▪ Sports Programme ▪ City of London Corporation (Open Spaces) Bill ▪ Promoting Our Services Programme ▪ Energy Efficiency Programme ▪ Fleet and Equipment Review Programme ▪ Wayleaves Programme ▪ Lodges Review Programme ▪ Car Parks Programme ▪ Café's Programme ▪ Funding Programme 	Highlight reports to SLT monthly Quarterly reports at OP & CG, WHP, EF&CC, HH,HW&QP committees. 'Four monthly' reports to Port Health and Environmental Services Committee Sept and Jan budget meetings Financial Year End.	Greater officer cross divisional /departmental working, sharing of knowledge and experience. Savings achieved: 16/17 = £721k 17/18 = £769k	Various Programme Executives and Leads OSPSU SLT Other COL Departments: Comptroller and City Surveyors Remembrancers City Surveyors Chamberlains Built Environment Town Clerks	OSCG WHP EFCC HH PH	Environment People	KPP 2 KPP 4 KPP 5

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	<p>Alternative use realised for West Ham Park Nursery</p> <p>Lodge Review: Properties confirmed as</p> <ul style="list-style-type: none"> • Retain • Surplus for letting • Surplus for disposal <p>Committee reports for properties identified as surplus for disposal and/or letting</p>	<p>Reports produced for relevant committees.</p> <p>City of London Corporation (Open Spaces) Bill approved – 2018/19</p> <p>Demolition of redundant toilet block - 2016/17</p>	<p>Committee approvals granted.</p> <p>CS identify alternate use and properties removed from OS portfolio</p> <p>Additional income generated from surplus properties</p> <p>Additional burial space created</p>	<p>All Superintendents</p> <p>City Surveyors</p> <p>Remembrancers</p> <p>Comptroller & City Solicitors</p> <p>Local Planning Authorities</p> <p>Chamberlains</p>	<p>OSCG</p> <p>WHP</p> <p>EFCC</p> <p>HH</p> <p>PH</p>	<p>Environment</p>	<p>KPP 2</p> <p>KPP 4</p>
h) Actively engage in key corporate procurement opportunities	<p>Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract</p>	<p>Input into BRM Customer Working Group – regular meetings up until July 2017</p>	<p>Input into BRM specification</p> <p>Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces</p>	<p>OS Customer working group reps</p> <p>SLT</p> <p>City Surveyors</p>	<p>OSCG</p>	<p>Quality</p> <p>People</p>	<p>KPP 2</p>
i) Ensure sustainable provision of the Cemetery and Crematorium service	<p>Assess and determine the most efficient and effective way to replace the Crematorium's cremators</p>	<p>Project Gateway submitted – early 2017 for Gateway 1 / 2</p> <p>Options appraisal completed and funding agreed – 2018/19</p> <p>Procurement process completed, contract awarded and cremators</p>	<p>New cremators operational</p> <p>Cremators are fully abated</p>	<p>Cem & Crem Superintendent</p> <p>Chamberlains – City Procurement</p> <p>City Surveyors</p>	<p>PH</p>	<p>Quality</p>	<p>SA3</p> <p>KPP 2</p> <p>KPP 4</p>

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		installed 2020/21					
	Complete the soft and hard landscaping on the Shoot	Hard landscaping – 2016/17 Soft landscaping, planting – 2019 Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	Environment	KPP 2 KPP4

Departmental Objective 3: Enrich The Lives Of Londoners By Providing A High Quality And Engaging Educational And Volunteering Opportunities							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
g) Embed the new Learning Programme across the Department	Create, develop and establish the new Learning Team across the Department Deliver the CBT funded programme 'Green Spaces, Learning Places' Develop and implement monitoring and evaluation framework Obtain additional funding to support delivery and development of the Learning Programme	Recruitment completed to vacant posts – June 2016 Appoint evaluation consultant to deliver framework - August 2016 Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019 Develop and implement a fundraising plan - ongoing	11,500 people per annum engaged through the programme. Targets achieved for CBT and reported £763k additional / external funding secured	Head of Learning Learning Team RSPB London Youth London Parks and Green Spaces Forum NLOS, EF and WHP	OSCG EFCC WHP HH	Quality Inclusion Environment Promotion People	SA3 KPP 4 KPP 5
h) Develop volunteering	Create and enable increased opportunities for 'supported' and	New volunteering opportunities developed - ongoing	Volunteering baseline data captured.	Superintendents Learning Team	OSCG WHP EFCC	Inclusion Environment Promotion	SA 3 KPP 5

Departmental Objective 3: Enrich The Lives Of Londoners By Providing A High Quality And Engaging Educational And Volunteering Opportunities

Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
across our sites	'unsupported' volunteering to assist in the delivery of our services	Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.	Volunteering targets achieved for externally funded schemes: Kenley Common and Learning Programme. Increased use of volunteers particularly at West Ham Park, Cem & Crem Increased number of volunteers establishing themselves as 'stand-alone' groups	Kenley Project		People	

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Departmental Objective 4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation

Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
k) Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	Eastern section - installation of mature trees and landscaping (April to July 2016) Western section – tree planting and installation of landscaping January 2017 Remaining landscaping - March 2018	Increase of green space to the Eastern quarter of the City Improved air quality Increase of biodiversity opportunities Improved pedestrian and cycling facilities	CG Manager Built Environment	OSCG	Quality Inclusion	SA2 KPP 4
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016	New Finsbury Circus Garden completed on time and on budget	CG Manager	OSCG	Quality Inclusion Promotion	SA2 SA3

Departmental Objective 4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		Cafe concession (subject to Committee approval) and landscape constructed and built by December 2018	Increase in green space Increase in biodiversity opportunities			People	KPP 4
l) Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces	Work with partners to secure long term investment in our sports facilities that encourage our communities to get more active. Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Capel Road changing rooms refurbishment – Summer 2017 Refurbish tennis courts at Queens Park – AWP dependent Embed in-house golf course management - 2016	Successful partnership with LTA Increased tennis participation and income across all OS tennis sites Improvements to Capel Road Increased usage and improved 'offer' at CGC	WHP Manager QP Manager LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association	OSCG WHP EFCC HH	Quality Promotion	SA3 KPP 2 KPP 4 KPP 5

In addition to the above actions which will deliver the Departmental Objectives there are also a number of actions which will improve service efficiency and workforce satisfaction

Objective: Improve Service Efficiency And Workforce Satisfaction							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Dept Values	Link to Corp' Plan
m) Ensure the health and welfare of our skilled and motivated staff	Deliver our workforce Plan and liP Action Plans	Departmental learning programme developed – July annually Deliver actions within the Workforce and liP plans - within their identified timelines	Appropriately skilled workforce Increasing levels of staff satisfaction and motivation A more equitable workforce	SLT HR Business partner HR improvement group Wellbeing officers	OSCG PHES	People	KPP 2
	Support the	Establish divisional	Extensive use of the	SLT			

Objective: Improve Service Efficiency And Workforce Satisfaction							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Dept Values	Link to Corp' Plan
	implementation of the Wellbeing Strategy and the framework of: Connect, , Be Active, Take Notice, Learn, Give	'wellbeing champions' – Nov 2016	wellbeing training offer, particularly in relation to mental health awareness	HR improvement group Wellbeing officers			
n) Make more effective use of IT and adopt 'smarter' ways of working	Support the implementation of the Corporate Joint Network refresh programme, End User Device Refresh and Ways of Working / Accommodation programme	Move from Irish Chambers to Guildhall – End 2016	All PC's over 6 years old are replaced Agile working practice adopted where appropriate	IS Department City Surveyors	OSCG PHES	People	SA2 KPP 2
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016 Assess and determine opportunity for on-line pitch bookings – 2017 Online bookings for events – 2017 Review online tennis bookings – April 2017 Partner with CHL in EPOS procurement – March 2017	Operational on-line sports booking systems More efficient management of sports offer Increased on-line sales	IS Department EF Head of Visitor Services Sports Programme Board CHL	OSCG EFCC WHP HH	People	SA2 KPP 2

Key:

Dept Values = Department Values
LTA = Lawn Tennis Association
Comm = Committee
WHP = West Ham Park Committee

LA's = Local Authorities
SLT = Open Spaces Senior Leadership Team
EFCC = Epping Forest and City Commons Committee
PH = Port Health and Environmental Services Committee

OSPSU = Open Spaces Project Support Unit
CHL = Culture, Heritage and Libraries
OSCG = Open Space's and City Gardens Committee
HH = Hampstead Heath, Highgate Wood and Queens Park Committee

APPENDIX 4 – PERFORMANCE INDICATORS

These indicators have been set over a three year period so that staff can plan ahead and deliver continuous improvement.

OSD1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites

	Description	Frequency of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	Same as 2015/16	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	12 Green Heritage Awards	13 Green Heritage Awards

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OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

	Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 3	Achieve our Departmental net local risk budget.	Annual at year end	Add figure at year end	Original Budget £10,347,000	£9,578,000	£9,578,000
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Updates every four months. Annual at year end	2015 calendar year was 7.6 which was 0.4% below target Add figure at year end	2015/16 performance plus 0.4% Target figure to be added after year end	2016/17 performance plus 0.5%	2017/18 performance plus 0.5 %
PI 5	Increase the number of burials	Updates every four month. Annual at year end	2015 calendar year was 914. Add figure at year end	2015/16 performance plus 2.5% Numerical figure to be added after year end	2016/17 performance plus 2.5%	2017/18 performance plus 2.5 %
PI 6	Increase the number of cremations	Updates every four month. Annual at year end	2015 calendar year was 2,631 Add figure at year end	2015/16 performance plus 1.5% Numerical figure to be added after year end	2016/17 performance plus 1.5%	2017/18 performance plus 1.5%
PI 7	As a minimum, achieve local risk Cem & Crem	Updates every	Add figure at year end	Original Budget	(£4,521,000) 16/17	(£4,521,000)

OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
income target	four month. Annual at year end		(£4,470,000)	original budget plus £51k SBR saving)	
PI 8 Reduce utility consumption	Annual	Add figure at year end	2.5% reduction on 2015/16 performance	2.5% reduction on 2016/17 performance	2.5% reduction on 2017/18 performance
PI 9 Reduce fuel consumption	Annual	Add figure at year end	5% reduction on 2015/16 performance	5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 10 Increase electricity generation	Annual	Add figure at year end	Two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each

OSD3: Enrich The Lives of Londoners By Providing A High Quality And Engaging Educational And Volunteering Opportunities

Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 11 Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Update at six months. Annual at year end	Not Applicable - new measure	70% of participants surveyed	80% of participants surveyed	85% of participants surveyed
PI 12 Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Update at six months. Annual at year end	Not applicable - new measure	50% of participants surveyed	60% of participants surveyed	70% of participants surveyed
PI 13 Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Update at six months. Annual at year end	Not applicable - new measure	40% of participants surveyed	50% of participants surveyed	55% of participants surveyed
PI 14 Increase the amount of supported volunteer work hours	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 15 Increase the amount of unsupported volunteer work hours.	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 10%

OSD4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation

	Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
Page 38	<p>PI 16 Increase the amount of tennis played across our sites.</p>	<p>Update at six months. Annual after year end</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: 1000 adults 500 by concessions.</p> <p>Parliament Hill: 6523 Adults 3799 Concessions</p> <p>Golders Hill Park: Adults 1734 Concessions 914</p> <p>Queens Park: 2960 Adults 785 Concessions</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: increase court hours used by 65% = 2475 hrs</p> <p>Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899</p> <p>Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960</p> <p>Queens Park: Adults 5% = 3108 Concessions 5% = 824</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: increase court hours used by 40% on 2016/17 actual</p> <p>Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual</p> <p>Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual</p> <p>Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual</p>	<p>Court Hours usage by adults & concessions:</p> <p>WHP: increase court hours used by 25% on 2017/18 actual</p> <p>Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual</p> <p>Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual</p> <p>Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual</p>
	<p>PI 17 Increase the amount of football played across our sites.</p>	<p>Update at six months. Annual after year end</p>	<p>All data is 14/15. For all sites 15/16 data to be added after year end.</p> <p>WHP = 53 bookings.</p> <p>Epping = 2913 bookings.</p> <p>Heath Extension = Adult 0 bookings</p>	<p>WHP increase bookings by 10% on 2015/16 actual</p> <p>Epping maintain bookings at 2015/16 level</p> <p>Heath Extension increase adult bookings and maintain</p>	<p>WHP increase bookings by 5% on 2016/17 actual</p> <p>Epping increase bookings by 2% on 2016/17 actual</p> <p>Heath Extension increase adult bookings and</p>	<p>WHP increase bookings by 5% on 2017/18 actual</p> <p>Epping increase bookings by 5% on 2017/18 actual</p> <p>Heath Extension increase adult bookings and maintain</p>

OSD4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
			Junior 83 bookings Parliament Hill = Adult 7 bookings Concession 2 bookings Highgate Wood = Adult 40 bookings	level of junior bookings at 2015/16 actual Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual Highgate Wood increase adult bookings by 5% on 2015/16 actual	maintain level of junior bookings on 2016/17 actual Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual Highgate Wood increase adult bookings by 5% on 2016/17 actual	level of junior bookings on 2017/18 actual Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual Highgate Wood increase adult bookings by 5% on 2017/18 actual
PI 18	Increase the number of golf visits at Chingford Golf Course.	Update at six months. Annual at year end	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	Increase 2016/17 baseline figure by 5%	Increase 2017/18 performance by 5%
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.	Annual	2015 = 69%	75%	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Updates every quarter Annual at year end	Jan to Dec 15 = 532,696 Figure for financial year to be added in April	2015/16 performance plus 10% Actual figure to be added after year end	2016/17 performance plus 10%	2017/18 performance plus 10%

Improve Service Efficiency And Workforce Satisfaction

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Updates every six months.	Feb 15 to Jan 16 = 71%	80%	83%	86%

		Annual at year end				
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	3.3 days FTE Working Days Lost per FTE	3.2 days FTE Working Days Lost per FTE
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	2.35 days FTE Working Days Lost per FTE	2.30 days FTE Working Days Lost per FTE
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	94%	95%

Committee(s):	Dated:
Open Spaces and City Gardens Committee Hampstead Heath, Highgate Wood and Queens Park Committee Hampstead Heath Consultative Committee	18 th March 2016 16 th May 2016 27 th June 2016
Subject: Oak Processionary Moth Plan 2016	Public
Report of: Director of Open Spaces	For Information
Report author: Sue Ireland, Director of Open Spaces	

Summary

This report provides Members with a briefing on the plans for Oak Processionary Moth (OPM) management across London and the South East in 2016. It explains the implications for the management of OPM on City of London Open Spaces. The report advises on the Department for Environment, Food and Rural Affairs (Defra) plans for a review following their three year management pilot. A further report will be presented to Members later in the year to advise on both the outcome of the review and actions taken to manage OPM on City of London Open Spaces in 2016.

Recommendation

Members are asked to note the report.

Background

1. Members will recall noting the 2015 management of Oak Processionary Moth at their meeting on 27th July 2015. This report describes the main elements of the 2016 plan and the implications for our sites, including Hampstead Heath and Queens Park.

Current Position

2. During the autumn/winter of 2015/16, three new outbreaks have been discovered in London and the South East. The largest new outbreak is in the Guildford, Surrey area (Appendix 1) together with outbreaks in Newham and Barnet.
3. In the autumn of 2015, the Forestry Commission and Defra decided to undertake a comprehensive evaluation of the pilot control programme which began in 2013.
4. Defra have committed a further one year's funding for 2016, to enable the current pilot to continue whilst the evaluation work is completed. It is expected that the outcome of this review will be known by the autumn of 2016.

5. Spraying of affected trees will start during April on sites outside of the core zone (see Appendix 1). Statutory Plant Health Notices (SPHNs) have been issued to the City of London Corporation in respect of Hampstead Heath. The precise timing of spraying depends on the emergence of caterpillars from egg plaques, which varies depending on the temperature and previous winter's climate.
6. For areas within the core zone, the Forestry Commission will not be issuing SPHNs unless an infestation is likely to pose a significant threat to the buffer zone. With regard to Queens Park, which is in the core zone, officers will need to determine the action required, based on risk assessment. It is likely that spraying will be undertaken on the few oak trees again this year.
7. In addition to action to control caterpillars and nest removal, the programme of pheromone trapping will continue. 1,500 traps were deployed in 2015 and the City of London assisted with some of these and their monitoring. It is our intention to continue this in 2016. On City of London Open Spaces where no infestation exists at present, staff will continue to monitor our oak trees, looking for any signs of caterpillar infestations and, if found, will take appropriate action. Further information about the plan for 2016 is provided in Appendix 2.
8. The Chamberlain has confirmed that, if control works place undue pressure on local risk budgets, then additional support will be found.
9. A further report will be presented later in the year on the outcome of OPM management for our Open Spaces and explaining the results of the Defra evaluation.
10. The three-year pilot has not managed to stop the development of OPM across London, although it has reduced the rate of spread. Defra are challenged by the need to deliver eradication as required by the Protected Zone status i.e. for the area outside the core zone. The evaluation will no doubt assist in determining how OPM will be managed in England and the future of the Protected Zone.

Conclusion

11. The management of OPM, led by the Forestry Commission, has required a range of local authorities and private landowners to work in partnership and this has been of varying success. The City of London Corporation has been recognised for its support in the partnership. The year 2016 will in effect be, a holding year whilst discussion and planning for the future takes place.

Appendices

- Appendix 1 – 2016 Map of Treatment Areas and Core Zone
- Appendix 2 - 160330 OPM Control Plan

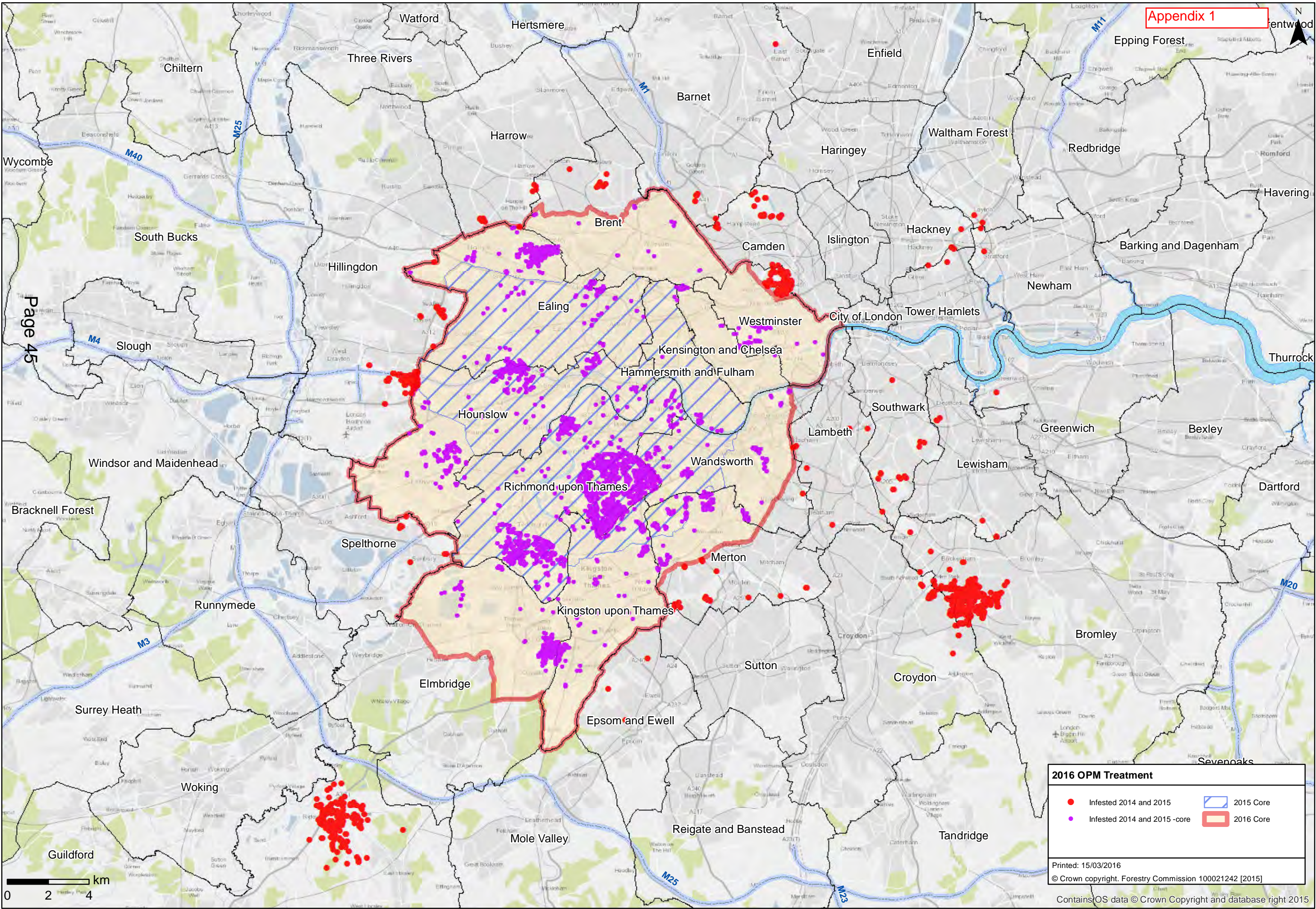
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OPM Pilot Extension 2016:

Summary of proposed operational activity

1 Purpose

This paper provides an overview of the OPM Control Programme for 2016. This includes surveillance, control, communications, liaison, research and data management.

2 Introduction and Context

Since 2013 Forestry Commission has been delivering a pilot control programme for OPM. The Defra-funded pilot control programme has been extended for a further year for 2016. Whilst this year's work is broadly similar to previous pilot years, plans have been adapted to take account of findings over recent years and other improvements in our understanding of OPM management.

The proposals in this paper are based on our current understanding of OPM extent which we expect to change over the year; therefore we expect this plan may be adjusted accordingly in light of new findings. There may also be adjustments made as we build our knowledge in response to the latest evidence.

3 Objectives for 2016

The main policy objective is to limit the rate of spread of OPM from existing known areas of infestation, and to suppress population levels within infested areas to limit the impact of OPM.

This work will further develop our understanding of OPM population distribution, the best approaches to surveillance and control and provide evidence to inform the development of future policy.

4 Legal Considerations

Statutory Plant Health Notices (SPHNs)

SPHNs will be issued to all affected landowners outside the core zone defined for 2016. However, we may issue SPHNs to landowners within the core zone, where infestations pose a significant threat to the buffer zone. We will identify which owner's will and will not receive funding support. A new SPHN and covering letter/guidance will be issued to help landowners on what actions need to be taken.

5 Budget / resource allocation

The budget will be prioritised in line with the programme objectives, with resources focused on surveillance activities, control work (spraying and nest removal), research and communications.

Principles behind budget allocations for each area:

Pangbourne – continued surveillance required given we continue to trap male moths and are keen to ensure the apparent success is secured.

Olympic Park – eradication is the objective for this area; it is a relatively small scale infestation with limited host tree resource so low surveillance and control costs.

Croydon/Bromley – now an established outbreak but we appear to have had some success in 2015 in limiting the spread, pushing it back in the southern part of this outbreak. Work and budget is based on similar level of surveillance / control as 2015.

Guildford – Subject to ongoing survey work but the intention is to survey and control known infestations in line with other outbreak areas.

Main London Area – continued surveillance and control but focussed on outer edge and activity will be targeted.

6 Activity plans

Visual surveillance

A visual survey will be carried out of trees known to be infested in 2014 and 2015, plus any within 100m. Visual survey of trees within 250m of pheromone traps where >5 moths were caught in 2015. This will be reviewed in the light of budgetary constraints as the financial year progresses.

We will collaborate with others conducting their own surveys and encourage wider surveys by others – to look out for ‘satellite’ infestations e.g. Observatree, Woodland Trust, and Tree Wardens

Pheromone Trapping

In total there will be around 1500 traps deployed in 2016, covering previous areas and extending coverage further away from known infestation. As well as determining flight extent, the aim is to continue analysing trap data against survey and control activity to see what the relationship with traps may be.

We will continue to encourage other landowners to put up traps and monitor them e.g. Woodland Trust, City of London, Forest Enterprise, National Trust

Chemical control

Chemical application of known infested sites in 2014 and 2015 plus host trees within 50m radius will be done. The application method will be site dependent but seeks to balance control effectiveness with other impacts.

Nest Removal

Nest removal will be funded in all areas outside core zone, based on summer survey findings and subject to budget availability. Nest removal after moth emergence will not be funded or required under SPHN’s on the basis it will not affect spread and increase scope for OPM parasitoid development.

7 Communications

Communications will continue to focus on raising awareness, encouraging vigilance and collaboration, reporting sightings and targeted messaging at key points in the season e.g. larval emergence, when they become a public health risk.

Regular updates on progress and OPM findings through the season will be provided via email and on the FC website. A complete picture of progress relies on the provision of OPM information from others.

Liaison

The OPM Advisory Group will remain a key means of sharing information and gaining feedback on the programme. It will be reviewed to ensure membership reflects the geographic distribution of OPM. Specific liaison activity will be done in outbreak areas.

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Committee	Dated:
Open Spaces & City Gardens	18.04.2016
Subject: Superintendent's update April 2016	Public
Report of: Superintendent of Parks & Gardens	For Information
Report author: Louisa Allen	

Summary

This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since February 2016.

Recommendation

Members are asked to:

- Note the report.

Main Report

Budget

1. Although final year-end figures have yet to be confirmed, it is anticipated that the City Gardens spend is within 2015/16 budget allocation.

Personnel

2. Two gardeners have recently resigned, one member of the team is retiring and the other is moving abroad. This gives an opportunity to recruit one fixed term apprenticeship position in partnership with Capel Manor College and the recruitment of an assistant gardener who can undertake work at weekends and evenings to further reduce overtime costs.

Operational Activities

3. The City Gardens team have completed, as part of an ongoing planter replacement scheme, the installation of sixteen concrete planters on the Willoughby Podium, Barbican Estate.

4. Since 1st February, Parkguard Ltd, an independent community safety service, has been delivering a patrol service in Bunhill Fields Burial Ground. Patrol officers have dealt with a number of issues, including dog owners not keeping their dogs on leads and nuisance bicyclists riding through the main thoroughfare. They have provided advice and guidance to offenders, reminding them of the site byelaws and in one incident called the police due to criminal activity. The pilot continues until August when findings from the service will be appraised and recommendations for future management planned.
5. Thirty three new street trees have been planted at the following locations; Plough Place, Southampton buildings, off Chancery Lane, Outwich adjacent to Salesforce Tower (formerly Heron Tower) and Aldgate as part of the Aldgate Public Realm Improvement Project.
6. The City Gardens team have completed the landscaping improvements at Plough Place, Fetter Lane as part of a capital improvement project. This includes *Taxus* hedging and a street tree as explained in point 5.

Community, Volunteering, Outreach and Events

7. A City in Bloom launch event attended by representatives from the City's community groups, residents and businesses took place on 29th February. The groups are assisting the City Gardens team to plan and implement this year's Britain, London and City in Bloom campaigns.
8. Clean for The Queen is a campaign launched by Country Life magazine in partnership with Keep Britain Tidy to clear up Britain in time for The Queen's 90th birthday. The City Gardens team in partnership with the Built Environment department used the opportunity to create a display of cigarette stubs which had been collected across the City during the previous two weeks. The display was set up in Festival Gardens over the weekend of 5th and 6th March.
9. The City's communications team tweeted messages regarding the annual total cost of waste management across the Open Spaces, £1.24 million, as well as encouraging people to make use of the 900 cigarette bins across the City and to promote recycling.
10. Over the last year the Friends of City Gardens have been supporting Sir John Cass Primary School and Prior Weston as Food Growing Schools, a London-wide initiative, funded by the Heritage Lottery Fund and the Mayor of London, to encourage children to grow and eat healthy food.
11. Friends of City Gardens run weekly sessions for Year 2 at Sir John Cass as part of their curriculum-based theme of Explorers. Children have learnt where vegetables were first domesticated and how they reached this country. In practical gardening sessions on the school rooftop garden pupils have planted potatoes, peas and beans. In the kitchen, a volunteer runs food tasting

sessions where the children learn how to cook using vegetables and herbs from their garden.

12. At Prior Weston, the Friends support the weekly Gardening Club; they provide materials and plants for gardening sessions in the community garden in Fortune Park, organise visits to the Fann Street wildlife garden and cooking and tasting sessions. The Friends are also helping the school to create a roof top vegetable garden for the children and mobilised nearly 40 volunteers from the local community for a weekend clean-up session.
13. Working with The City Centre, artist Rebecca Louise Law has created 'The City Garden', a site-specific installation of natural materials inspired by gardens within the City. This will be the first public art installation at The City Centre and is sponsored by The London Wall Place Partnership, a joint venture between Brookfield and Oxford Properties. This micro-theatre of London's natural world will feature fresh flowers entwined with copper wire that are suspended above head height where they can be closely observed as they dry and preserve. The exhibition opens on 23rd April and runs until September 2016.
14. The City Centre has commissioned two films of City gardens that accompany the exhibition and a map of the gardens that inspired Rebecca's installation. The map will also be available in an app that leads visitors through the City's open spaces detailing the history, horticulture and design of some iconic gardens.

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Committee	Dated:
Open Spaces and City Gardens Committee	18.04.2016
Subject: City of London Draft Biodiversity Action Plan (2016-2020)	Public
Report of: The Director of Open Spaces	For Decision
Report author: Louisa Allen	

Summary

This report is a follow-up report to that dated 1st February, and explains the consultation process regarding the production of the draft City of London Biodiversity Action Plan.

Following a period of consultation, proposed changes have been added where appropriate. Comments from the consultation have been summarised and collated and responses to these are illustrated at Appendix 1.

Members are asked to agree the final draft City of London Biodiversity Action Plan for adoption and publication.

Recommendation

Members are asked to:

- Approve the final draft of the City of London Biodiversity Action Plan, attached at Appendix 2, for adoption and publication.

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. Consultation

7. To achieve a worthwhile process, the following stakeholder groups were consulted:
 - 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
8. The consultation period triggered constructive comments from 16 individuals including City of London Corporation colleagues, City of London Biodiversity

Action Plan Partnership Group other interested individuals. The comments have been acknowledged, addressed and added to the Draft Management Plan where appropriate. Comments received and the City Corporation's responses are included in Appendix 1. The City Gardens Team has made contact with all individuals to thank them for their contributions and to provide them, where appropriate, further information regarding their comments.

9. The draft management plan can be seen in Appendix 2. The published document will include photographs and will be in an accessible format.

Corporate & Strategic Implications

10. 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.
11. 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

12. There are no legal implications arising as a result of this report.
13. 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 to the City Corporation. 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.
14. An Equalities Impact Assessment has been carried out in relation to the design and implementation of this draft policy and was found to have a low positive impact overall.

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 - Comments and responses from the consultation period February-March 2016.
- Appendix 2 - City of London Draft Biodiversity Action Plan (2016-2020)

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City Gardens

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City of London Draft Biodiversity Action Plan 2016-2020

Consultation Statement

March 2016

City of London -
protecting green
spaces since
the 1850s

INTRODUCTION

City Gardens, Open Spaces Department, City of London Corporation have prepared the City of London Draft Biodiversity Action Plan (BAP) 2016-2020.

CONSULTATION REQUIREMENTS

Consultation on the City of London Draft Biodiversity Action Plan 2016-2020 took place between Tuesday 2nd February and Friday 18th March 2015. The following stakeholder groups were consulted:

- City of London Biodiversity Action Plan Partnership Group which includes representatives from the relevant department 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.
- Key officers from City of London Corporation departments.
- Consultation poster with a link to the consultation webpage to both download and provide comments and feedback was displayed in noticeboards at St Mary Aldermanbury Garden, Bunhill Fields Burial Ground, West Smithfield Rotunda Garden, Postman's Park, Finsbury Circus Garden, St Botolph Without Bishopsgate and St Dunstan in the East.
- Consultation posters displayed at Guildhall, Artizan Street, Barbican and Shoe Lane libraries with hard copies of the Draft Management Plan made available.
- An advert in City AM on Thursday 18th February 2016 including the Draft Biodiversity Action Plan consultation.
- Webpage created on the City Gardens website and an e-newsletter sent out to subscribers.
- Draft Management Plan consultation promoted on City of London Corporation social media streams.

The consultation period resulted in constructive comments from 16 individuals which have been acknowledged and addressed with amendments made to the management plan were appropriate. The comments are detailed in the table below along with an explanation as to whether the comment was included in the revised management plan.

1.0	Organisation	
	Not specified, comment received by a member of the public	
	Comments Received	City Corporation Response
1.1	<p data-bbox="275 355 1592 395">Comment</p> <p data-bbox="275 435 1592 555">I would like to ask one question. On page 8 Bunhill Fields is included. An asterix on page 9 explains it is not, however, within the city plan area. This is one of my favourite places, so it's great that it is included.</p> <p data-bbox="275 595 1592 715">However, it leads me on to ask why Highgate Wood is not included (also outside the plan area but maintained by the city Corporation), and likewise other places that meet this same criterion e.g. Hampstead Heath & Epping Forest.</p> <p data-bbox="275 754 1592 794">Don't these merit at least one word each in the City's proposed BAP?</p> <p data-bbox="275 834 1592 1018">If there is a good reason for not even mentioning them by name anywhere in the BAP, all well and good. Nonetheless, could we not consider adding a paragraph or two saying how wonderful they are, and a mention of the reason why they fall outside the scope of this BAP? Wouldn't they deserve this / wouldn't this be beneficial?</p>	<p data-bbox="1603 395 2056 794">Further detail added to 1.4. Why does the City need a Biodiversity Action Plan, to clarify that City of London Corporation managed open space located outside the Square Mile is not covered in the CoL BAP 2016-2020 with the exception of Bunhill Fields.</p> <p data-bbox="1603 834 2056 986">Two paragraphs explaining the above added at 1.4 – Why does the City need a Biodiversity Action Plan?</p>

2.0	Organisation	
	Swift Conservation	
	Comments Received	City Corporation Response
2.1	<p>Comment</p> <p>Thanks for showing this to me. I was relieved to see Swifts included as just a waterfront species, as it were, as I have become increasingly bleak about the prospects for bird life being in any way sustainable amidst the glass buildings and the continuously-glazed canyon-like corridors that are being rapidly created throughout the City. Is there any mention of the effects of continuous glass and mirror-glass glazing on bird life within the Draft Plan? There is considerable interest in this topic in the USA and Canada, where there have been legal consequences to the erection of all -glazed so-called "bird killing" buildings.</p>	<p>This specific concern cannot be addressed in the Biodiversity Action Plan but comments will be passed onto the Department of Built Environment, Planning Team.</p>

3.0	Organisation	
	The London Beekeepers' Association	
	Comments Received	City Corporation Response
3.1	<p>Comment</p> <p>I have a few comments about the proposed new BAP document.</p> <p>Firstly I am very concerned about reference to encouraging Bee hives within the square mile.</p> <p>Policy DM 19.2 addresses biodiversity and urban greening and states that developments should promote biodiversity and contribute to urban greening by incorporating:</p> <ul style="list-style-type: none"> • features for wildlife, such as nesting boxes and beehives; <p>Contrary to all the impending bee apocalypse stories featured in the press and fuelled by the likes of FoE there are no shortages of honey bees in the UK. Honey bees are far from being in declines, in the past decade numbers of amateur beekeepers has risen from 8,500 to over 25,500 keepers and national colony numbers have climbed to over 250,000 hives. Honey bees and their beekeepers tending to them face challenges such as varroa mite and exotic diseases but they are in no way under threat or endangered in the UK. London alone has over 5000 colonies and parts of the city have among the highest honey bee hive density per km² of anywhere in the country. Encouraging developments to include honey bee hives as a planning gain or as other green incentives is bogus and counterproductive. Increasing honey bee colony numbers in a part of the city with very limited foraging will simply place increased pressure on existing colonies of honey bees and increase competition between managed honey bee colonies and wild pollinators - many of which are under real threat.</p>	<p>Reference to encouraging beehives is a direct quote of City of London Local Plan 2015, Core strategic Policy CS19: Open Spaces and Recreation.</p> <p>The draft BAP does not promote or encourage the installation of beehives but does include a pollinator as a target species. The document refers to pollinators in general with a number of objectives that contribute to increasing the availability of forage.</p>

Honey bees are generalists foraging on a wide range of flower sources whereas many of our wild bumble bees and solitary bees have more specific flower requirements. Wild bees have physical and behavioural adaptations to allow them to avoid competing with the far more numerous honey bees but in an environment such as the city with limited foraging opportunities and high densities of honey bee hives competition for floral resources will be forced upon them. There is also the increased risk of honey bee pathogens spreading to wild bees in these circumstances.

In recent years we have witnessed increasing numbers of corporates in the city acquiring bee hives on their roof tops. Many of these have been convinced by monetising so called experts that installing hives on roof tops is good for biodiversity and improves the companies green credentials. This is simply not the case and many of these hives become poorly tended to, throw out numerous swarms each spring which places organisations like ourselves and our volunteer swarm collectors under a great deal of pressure. Last year alone I was called to Monument, Bank and Aldgate to collect swarms, one of which was 5 storeys up the side of a building requiring use of the window cleaners' platform to reach them. LBKA actively discourages further use of 'bees as bling' on commercial developments and argues that encouraging hives on new developments is misguided.

3.2**Comment**

Re: 3.2 priority species for the city

Bumble bees - which many of our bumble bees are in decline and do need our help I feel that there is little that can be done for bumble bees in a much built up square mile of the city. Aside from planting more of the right types of flowers to provide forage for them there is little that can be done in the city to attract and encourage bumble bees. Unlike honey bees and cavity nesting wild bees bumble bees cannot be easily encouraged to make use of artificially created nest boxes. Bumble bees rely on abandoned rodent burrows for their nests (Aside from the recently arrived Tree bumble bee which will use bird nest boxes but since being a recent arrival is not deemed a conservation priority). There is however a balance between having sufficient rodent population to provide abandoned burrows for nesting bumble bees and having too many rodents, since rats and mice predate bumble bee nests. Research shows that a majority of newly founded bumble bee nests are predated and fail because of rodent attack. I would think that the high rodent population in the city would be counterproductive to encouraging bumble bees.

The most likely species found in the square mile are the buff tailed bumble bee and tree bumble bee - the commonest two species and not of particular conservation priority. The use of a mason or leafcutter bee as a mascot/symbol of pollinators and their conservation would make more sense, they are non aggressive, easy to get up close to, do not sting and readily encouraged to nest.

I think a far easier group of bees to encourage in the city are solitary cavity nesting bees. Mason and leafcutter bees are readily attracted to trap nest boxes, require a far smaller foraging area than bumble or honey bees and are easier to encourage. These species are equally as important for ecosystem services as bumble bees and many are equally if not more at risk. Measures to encourage these species will be far easier to monitor and quantify successes than bumble bees.

Bumblebees were selected as a target species by the City of London Biodiversity Action Plan Partnership Group as a flagship species for pollinators and highlights how individuals can support solitary bees. Once the City of London Corporation has access to habitat and species datasets held by GiGL more informed decisions can be made with regard to the selection and opportunities for target species.

4.0	Organisation	
	c/o Shire Green Roof Substrates Limited	
	Comments Received	City Corporation Response
4.1	<p>Comment</p> <p>This is a fine document and I have passed some comment, mostly small points, directly to a tracked changes version of the action plan (attached).</p> <p>One general area of omission is the River Thames, and I suspect that this is a case of easier said than done! Other than seeing commuting cormorants going to the Thames to feed we have no idea of what species of fish are now present. During the 1980's I worked in Thurrock and used to visit the outfall from Thurrock power station and the range of fish species coming through was astonishing! Now 30 years later we have no idea what species are regularly present. It is quite possible that new species have colonised but we wouldn't know. Goodness knows how to monitor this but the Port of London Authority seem to be the right people to do this. If not some other scheme to find out should be explored. Also, are there any other waterways or culverts in the city that could hold fish. I have seen fish in the ponds in the Barbican but do we know what species are present?</p> <p>During the breeding bird survey of the City last year we recorded nesting grey wagtail, kestrel and coal tit. The wagtail is interesting as this seems out of habitat, but it is a very attractive species and they seem present with several pairs. Kestrel seems like a species to preserve as they eat mice. The coal tit is interesting but I am not yet sure if there is much significance to them breeding, but it is nice that they have joined the list of breeding species.</p>	<p>The Tidal Thames is recognised for its importance as a Site of Metropolitan Importance for Nature Conservation but there is a clear need to improve the evidence base to develop more targeted objectives for the Tidal Thames.</p> <p>Following the SINC review due to take place during 2016 a SINC Management Plan will be developed with the relevant City of London Corporation departments and partner organisations will be included.</p>

<p>4.2</p>	<p>Comment</p> <p>I may be out of synch with others but I am not sure I understand why swift are on target species? Were they once common in the city? Definitely a good species to have but is there some reason to think that they might nest? For one thing are there enough airborne insects? House martin might be easier to bring into the city, and apparently they respond to the provision of artificial nests. I noticed that there are some already on the Eversheds roof. Unfortunately during the 2016 breeding bird survey there was very little evidence to suggest that swifts were coming into the city - perhaps the air quality above the city is not good enough for much by way of flying insects. That might be the best question to ask before going to the expense of installing many swift boxes</p>	<p>The swift was selected as a target species by the City of London Biodiversity Partnership Group to contribute towards enhancing the riverside (the Tidal Thames is a Site of Metropolitan Importance for Nature Conservation - SMINC).</p> <p>The review of the SINC in the City of London during 2016 as well as access to GiGL habitats and species datasets will help inform the most appropriate species to target and to promote.</p> <p>These recommendations will be developed as part of a SINC management plan for the Tidal Thames in partnership others.</p>
<p>4.3</p>	<p>Comment</p> <p>Re:1.2 What is Biodiversity</p> <p>I suggest that this (fungi) is added as species in this kingdom are vital and surprisingly separate from animals and plants. The City has at least one keen naturalist that has a serious interest in this topic.</p>	<p>Description in 1.4 What is Biodiversity? Modified to include fungi.</p>

<p>4.4</p>	<p>Comment</p> <p>I think the BAP should make it clear that native, species (or close relative) are favoured. Tree and plant species that are from far away places may attract unwelcome species and will be rather sterile from the point of view of native species that we wish to encourage. For instance a red beech in St. Mary Aldermanbury's Garden attracted several migrant birds last year presumably because it held more insects.</p>	<p>Any tree and planting lists that are developed or promoted as part of an ecology toolkit will highlight the advantages and disadvantages of native species.</p>
<p>4.5</p>	<p>Comment</p> <p>Re: 3.1 Habitats</p> <p>Should there perhaps be some action identified for an ongoing monitoring of water species (e.g. fish) using the Thames. Bear in mind that the cleaning of the Thames offers the potential for species of fish to recolonise the Thames. This is not something for volunteers but perhaps the Port of London should be monitoring the biodiversity of the Thames and issueing an annual report?</p>	<p>On completion of a review of the City of London SINC's a SINC management plan will be developed for the Tidal Thames which will include the objective of increasing the understanding of habitats and species within and besides the Thames.</p>
<p>4.6</p>	<p>Comment</p> <p>Re: 3.2 Target species</p> <p>I realise that a choice needs to be made, but as far as I know Swifts are scarce in the City and the chances are that nest box schemes will not be successful. Why not target House Martins? This is a question not an objection though but I wonder if we should include Kestrel as a desirable nesting species?</p>	<p>Consideration to promoting all biodiversity including house martins will be included when developing guidance and a SINC</p>

		management plan.
4.7	<p>Comment Re: 3.8 Health and wellbeing</p> <p>Pollution due to traffic problems and NOx should be monitored and mapped for the city. Also air temperature as the City Heat Island effects can be followed, as greening activities take effect. Improved air quality should be a measurable result of the increased biodiversity. Is this being done?</p>	<p>Air quality is currently monitored within the City of London. The BAP includes an objective to support the mapping of urban greening features which can then be utilised for future studies and research.</p>
4.8	<p>Comment Re: 4.3 Swift – <i>Apus apus</i></p> <p>I am happy to see Swift included but I wonder if they were ever a regular in the City? No objection to this remaining as it is but I wonder if this should be broadened to include House Martins. I noticed that Eversheds have installed artificial House Martin nests as well as swift boxes.</p>	<p>The City Corporation does not currently have access to data that suggests swifts are regularly present in the City.</p>
4.9	<p>Comment Re: 4.4 Peregrine falcon – <i>Falco peregrinus</i></p> <p>Is it worth mentioning that Peregrines offer a natural control on pigeon numbers?</p>	<p>Comment incorporated into species description, 4.4 Peregrine falcon – peregrine.</p>

4.10	<p>Comment Re: 4.7 <i>Lucanus cervus</i></p> <p>The Lesser Stag Beetle was identified in Fann Street wildlife garden in 2015. Should this section also mention the importance of other species of beetle?</p>	<p>The BAP identifies that the stag beetle is a flagship species for all invertebrates. It is the intention that the objectives of the BAP will support habitats for other species of beetle as well monitoring populations.</p>
4.11	<p>Comment Re: 5.2 Action Plan 2: The built environment</p> <p>Some existing holes in old walls should be kept open for nesting birds. Some structures could have restricted openings to keep pigeons out but completely blocked holes are a missed opportunity.</p>	<p>This action will be incorporated in to the management plans for existing and historic structures.</p>
4.12	<p>Comment Re: Table 2 - Action Plan 1: Open Space and habitat management</p> <p>OSHM1.10 – Review and install bird feeding stations in all SINC sites and other suitable open spaces. This may be an important step for House Sparrows</p>	<p>Point noted and will be incorporated when developing SINC Management Plans.</p>
4.13	<p>Comment Re: Table 3 – Action Plan 2: The Built environment</p> <p>BE1.1 Produce a strategy of which biodiversity is a key component for new and retro-fitted green roofs.</p> <p>I think this should be a priority as there are many roofs that could benefit from greening. Even if only to install some planters.</p>	<p>Importance of this aspect noted. This specific objective will consist of an audit rather than a strategy.</p>

<p>4.14</p>	<p>Comment Re: Table 4 – Action Plan 3: Education and community engagement</p> <p>ECE1.27 - Provide advice to residents and businesses that wish to feed the birds adjacent to open spaces</p> <p>This is a very good idea. More specific foods that favour birds but not pigeons and rats.</p>	<p>Point noted when developing guidance and advice documents.</p>
<p>4.15</p>	<p>Comment Re: Table 5 – Action Plan 4: Data collection, surveys and monitoring</p> <p>DCSM1.11 - Conduct an annual summer roof top/breeding bird survey. One survey per year. Identify funding to support survey, report production and volunteer expenses.</p> <p>This is a good idea as some roofs seem rather sterile while others have abundant life. It would be good to understand what factors make the difference.</p>	<p>The City Gardens Team will continue to support and learn from the findings of the Friends of City Gardens annual summer bird survey.</p>
<p>5.0 Organisation</p>		
<p>Friends of City Gardens</p>		
<p>Comments Received</p>		<p>City Corporation Response</p>
<p>5.1</p>	<p>Comment 1. The document is well written, the structure works well and it is refreshingly ambitious in its objectives, which is great. Clearly considerable time and effort have</p>	<p>It is the intention that the Biodiversity Action Plan will be delivered within the</p>

<p>5.2 Comment</p> <p>2. Resourcing</p> <p>5.3 Comment</p> <p>3. Tidal Thames</p>	<p>gone in to producing this document, which has already benefitted from consultation and collaboration with members of the BAP Partnership Group.</p> <p>To achieve the BAP objectives will require substantial resources. We think it will be difficult to deliver all the objectives with the current resources in the City Gardens team. Firstly, there are a substantial number of documents that need to be completed, such as Habitat and Species Action Plans, updating websites, plant lists etc. Secondly, organising the events and activities, hands on gardening and monitoring of outcomes of these activities is also very time consuming. Some of these objectives can be delivered by volunteers and BAP partners but the co-ordination and monitoring of volunteers and accounting for time credits (another BAP objective) is another big job.</p> <p>Successful delivery of the BAP is clearly dependent on adequate resources. Several of the BAP actions are described as being 'dependent on funding', but this applies across the piece to delivery of all the proposed objectives. And external funding cannot be a substitute for adequate allocation of Open Spaces budget.</p> <p>Adequate allocation of resources should be addressed up front in the document itself preferably in the introduction. And when the BAP is presented to committee for approval the resources to deliver it should be discussed as part and parcel of the approval process.</p> <p>Clearly this is an important habitat and Site of Metropolitan Importance - it is one that the City currently has little control over. We agree it should be included in the BAP - and there should be a joined up plan for this important habitat that the City could sign up to - this would appear to be 'Management Guidance for the Thames</p>	<p>current resources available to the City Gardens Team but will rely upon the co-operation of other City of London Corporation departments and partner organisations.</p> <p>It has been identified in the BAP that a number of the objectives are funding dependent which officers will seek to pursue.</p> <p>Following the review of SINC's in the City of London during 2016, which includes the Tidal Thames, data gathered from this process will be used to inform a SINC management plan. Relevant City of London Corporation departments and partner organisations will be encouraged to work together to achieve objectives as outlined in the plan.</p>
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	<p>Estuary'. The City is probably a signatory to this - but there needs to be more explanation of the management objectives and actions in the BAP. Perhaps the City Planners should take the initiative here and liaise with the relevant authorities (Port of London Authority, Environment Agency, Natural England, Port of London Authority) to update and clarify what is expected of the City and what more can be done to enhance this habitat. There are a number of on-going monitoring projects and conservation projects that volunteers from the City would be interested in supporting - perhaps reference should be made in the BAP to the key invertebrates and mammal species. Recruiting volunteers for these projects and installing some interpretation information for the public on the Thames Path walkway could be added as a BAP objective.</p>	
<p>5.4</p>	<p>Comment Re: 3.2 Target species</p> <p>Consideration might be given to adding the common frog as there are no amphibians in the target list</p>	<p>The list of target species was agreed with the City of London Biodiversity Action Plan Partnership Group. We acknowledge the importance of promoting open standing water and the species this supports. Evidence will be gathered over the duration of the BAP to inform future target species and biodiversity interventions.</p>
<p>5.5</p>	<p>Comment Re: 3.3 Sites of Importance for Nature Conservation</p> <p>The map would be more useful if it included the names of the gardens and also the location and names of the proposed new SINCs</p>	<p>This map will be out of date following the SINC review taking place in 2016 and a new and updated map with information including size, accessibility and</p>

		location will be produced and made available on the City of London website.
5.6	<p>Comment Re: 3.5 Access to nature and green space in the City</p> <p>This paragraph should be more specific – i.e. what proportion of the population live in an area of deficiency. Including the GiGL map of areas of deficiency would be helpful.</p>	More detail regarding deficiency in access to nature and green space in the City of London once the City Corporation have agreed a SLA with GiGL and information relating to SINC and open space datasets has been reviewed and updated.
5.7	<p>Comment Re: 4.0 Target species</p> <p>Although the 2 species on the London priority list - common toad and Great crested newt are not resident in the City the inclusion of the common frog does justify the creation of ponds as a habitat - which also benefits things like dragon and damsel flies.</p>	The BAP includes an objective to identify opportunities to provide water for biodiversity which includes open standing

		water and ponds. Any species which can be supported in these habitats will be identified in SINC management plans.
6.0	Organisation	
	Barbican Wildlife Group	
	Comments Received	City Corporation Response
6.1	Comment	
	Reference to the biodiversity network is missing. This is easily addressed in the	The City of London Biodiversity Action Plan

	<p>Introduction to the BAP in 1.1 The City: a Unique urban environment.</p> <p>The BAP covers only those open spaces within the direct control of City Gardens. They also are key to the essential linking of all gardens within the Square Mile in a biodiversity network. I suggest this could be easily dealt with by inserting the following paragraph I in the Introduction.</p> <p>The Square Mile also benefits from the major open spaces not maintained directly by the City itself. We work closely with nearly all</p> <p>These open spaces include a number of gardens created by the long established livery companies, the Inner and Middle Temples, the residential estates rising from the ashes of the Second World War.</p> <p>Although these open spaces account for 21% percent of all open spaces NEED UP TO DATE STATISTIC of all gardens within the Square Mile. Many of these open spaces are active members of the City of London Biodiversity Action Plan Partnership Group and participate in City wide activities, including Open Garden Squares Weekend.</p>	<p>2016-2020 covers all features and open spaces of current and potential biodiversity value in the City of London including those managed by key partners.</p> <p>Additional detail added to 1.4 Why does the City need a Biodiversity Action Plan? To clarify the remit of the BAP.</p> <p>A full list of open space typologies and categorisations which covers all open spaces regardless of ownership are detailed in appendix 3.</p>
7.0	Organisation	Organisation
	On behalf of the Monitoring and Information Team, Department of Built Environment,	City of London Corporation
	Comments Received	City Corporation Response
7.1	Comment Re: 1.1 The City: A unique urban environment	Updates to figures referenced in 1.1 The City, a

	<p>Replace 400,000 workers with 415,000 workers Replace 9,000 residents with 7,800 residents</p>	<p>unique urban environment.</p>
<p>7.2</p>	<p>Comment Re: 1.3 Biodiversity in the City</p> <p>1st sentence: factually correct but not all these contribute to biodiversity. Suggest rephrasing along the lines:</p> <p>The City of London has approximately 376 open spaces totalling 32 hectares. These open spaces are a range of different typologies of which Parks and Gardens, Cemeteries and Churchyards, Amenity Green Space, and the Natural Semi Natural Urban Green Spaces provide an important environment for supporting biodiversity. This is complemented by a range of Civic Spaces which include a comprehensive range of tree cover.</p>	<p>Revisions made to relevant paragraph in 1.3 Biodiversity in the City based on these comments.</p> <p>Link to appendix 3: open space typology and categorisation to the full list of typologies used in the City of London included in paragraph 1.3, Biodiversity in the City.</p>
<p>7.3</p>	<p>Comment Re: 1.3 Biodiversity in the City</p> <p>Phrase “and in addition to this at rooftop level there is an increasingly important resource for biodiversity’ – suggest move to a new paragraph – suggest text -</p>	<p>Additional details added to 3.10 Sustainability in the Built Environment.</p>

	<p>At rooftop level there is an increasing environment for biodiversity delivered through Green Roofs¹ which has increased from 15,000m² in 2005/06 to 50,000m² in 2014/15. This includes two types of Green Roof</p> <ul style="list-style-type: none"> (a) Intensive which requires a programme of management, and (b) Extensive which requires low levels of management and equate to a natural environment which aids biodiversity. 	
7.4	<p>Comment Re: 3.3 Sites of Importance for Nature Conservation</p> <p>Paragraph 3.3. – Table 1 and Figure 1 do not correlate – new Figure 1 to be produced.</p>	<p>Figure 1: Map of Sites of Importance for Nature Conservation (SINCs) in the City of London has been updated.</p>
7.5	<p>Comment Re: Table 3 – Action Plan 2: The built environment, Action BE2.4</p> <p>Action BE2.4 -Promote case studies and industry guidance to support the development and enhancement of green roofs and living walls for biodiversity.</p> <p>Should this be rephrased to focus on the environment of the city? I.e. delivering biodiversity in City of London has a range of challenges different to other locations.</p>	<p>The ecology toolkit that will be developed as part of action BE2.3 will focus on biodiversity interventions and guidance specific to the City.</p>
7.6	<p>Comment Re: Table 5 – Action Plan 4: Data collection, surveys and monitoring, Action DCSM1.10</p> <p>Suggest reword</p>	<p>Update to action Table 5, Action Plan 4, action DCSM1.10 to take into consideration the</p>

	<p>Use ARCGIS and the Corporate Intranet GIS tool to integrate mapping relating to Biodiversity:</p> <ul style="list-style-type: none"> (a) Factors that contribute to Biodiversity including, Open Spaces, Green Roofs, SINC's, and Tree Cover. (b) Biodiversity features e.g. bird boxes and bee hives. (c) Areas of opportunity 	suggested rewording.
7.7	<p>Comment</p> <p>Re: 8.1 Appendix 1: National, regional and local policy</p> <p>Appendix 8 - DM 18.2 comes under Core Strategic Policy CS18: Flood Risk</p>	Local policy details updated in Appendix 1.
8.0	Organisation	
	Department of Built Environment, City of London Corporation	
	Comments received	City Corporation Response

8.1	<p>Comment Re: 3.2. Target species</p> <p>'these species are exemplars of their ecological niches and also are in many cases highly adapted to the urban environment' Term 'ecological niche' needs explaining</p>	<p>Definition of 'ecological niches' added to paragraph in 3.2 target species.</p>
8.2	<p>Comment Re: 3.4. Open Spaces Audit</p> <p>RE: City of London Local Plan's Key City Places Rest of the City is not a Key City Place. It is the area outside the 5 Key City Places.</p>	<p>Bullet point for 'Rest of the City' removed in 3.4, Open Spaces Audit.</p>
8.3	<p>Comment Re: 3.5 Access to nature and green space in the City</p> <p>Having made this point should the BAP identify how many residents (if any) in the City are further than 1km from a publically accessible SBINC, otherwise it isn't clear whether this is a problem or not?</p>	<p>The City of London Corporation currently does not have a Service Level Agreement (SLA) with GiGL and therefore does not have access to the data to calculate this. An objective of the CoL BAP 2016-2020 is to enter into SLA with GiGL which is funding dependent.</p>
8.4	<p>Comment Re: 3.8 Health and Wellbeing</p> <p>'Access to green space and nature is also linked to improving the mental health</p>	<p>Suggestion incorporated</p>

	<p>and wellbeing of individuals'</p> <p>Should this also mention the importance of green space in creating quieter and tranquil areas for City workers, residents and visitors?</p>	<p>into in 3.8 Health and Wellbeing</p>
8.5	<p>Comment</p> <p>Re: 5.0 Action Plans</p> <p>If would be useful to define the BAP objectives</p>	<p>Aims of the Action Plans added to 1.5 Structure of the Biodiversity Action Plan and the introduction in 5.0 Action Plans.</p>
8.6	<p>Comment</p> <p>Re: 5.1 Action Plan 1: open space and habitat management</p> <p>This section could also refer to joint working with the Environment Agency and the Port of London Authority to enhance biodiversity along the river.</p>	<p>Comment incorporated into relevant paragraph of 5.1, Action Plan 1: open space and habitat management.</p>
8.7	<p>Comment</p> <p>Re: 5.1 Action Plan 1: open space and habitat management</p> <p>'The SINC management plans will help promote good management of open spaces for biodiversity and include a range of enhancements'</p> <p>Add 'consider the impact of climate change on biodiversity choosing plants that are resilient to a range of climate impacts'</p>	<p>Suggestion added to bullet points in 5.1 Action Plan 1, open space and habitat management.</p>
8.8	<p>Comment</p> <p>Re: 5.1 Action Plan 1: open space and habitat management</p>	<p>Suggestion added to relevant paragraph in 5.1,</p>

	Suggested addition: The Thames Tideway Tunnel which is due to be completed in 2023 will improve water quality and associated biodiversity in the Thames by reducing sewer discharges into the river.	Action Plan 1, open space and habitat management.
8.9	<p>Comment Re: 5.2 Action Plan 2: The built environment</p> <p>'Ensuring lighting associated with constructions sites do not unnecessarily illuminate open spaces and disrupt bat foraging routes'</p> <p>Suggest adding – ensure new lighting in public realm enhancement schemes does not have an adverse impact on biodiversity</p>	Suggestion added to the bullet points that feature in 5.2 Action Plan 2: The Built Environment.
8.10	<p>Comment Re: 5.2 Action Plan 2: The built environment</p>	This intervention will not be suitable for all sites and will

	<p>'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'</p> <p>Not sure this is something we could agree with in relation to vacant development sites.</p>	<p>vary depending on length of time the site is available. This could be used on sites which are unlikely to be landscaped until the next planting session i.e. November to March. An annual seed mix can be used to provide temporary seasonal display similar to seasonal bedding but with greater biodiversity benefits. Table 3 – Action Plan 2: The built environment, action BE2.6 amended to clarify this.</p>
8.11	<p>Comment Re: 5.3 Action Plan 3: Education and community engagement</p> <p>Should also refer to the new City of London Primary Academy Islington, which is due to open on the edge of the City in Sept 2017</p>	<p>Reference incorporated into relevant paragraph of 5.3, Action Plan 3, education and community engagement.</p>
9.0	Organisation	
	Department of Built Environment, Development Division	

	Comments Received	City Corporation Response
9.1	<p>Comments Re: 3.10 Sustainability in the built environment</p> <p>p.13 – suggest amend 1st line of 3.10 – The built environment represents an important habitat in the City. This includes historic structures and monuments as well as new developments. Historic walls, churchyards and monuments may support</p>	<p>Suggested amendment incorporated into relevant paragraph of 3.10 Sustainability in the built environment.</p>
9.2	<p>Comment Re: 5.1 Action Plan 1: Open space and habitat management</p> <p>p.17 – Suggest amending middle paragraph to: “Many of the City’s open spaces such as the churchyards have a strongly historic character that underscores their biodiversity to strong effect. A number include historic structures such as parts of the Roman and medieval City wall, exposed Victorian building basements, elements of former churches damaged or altered after the Second World War, gravestones destroyed in the Blitz and memorial structures. Their structures 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 and the desirability of maintaining their unique historic character.” Many of these sites and structures are designated assets such as scheduled ancient monuments, listed buildings, or within conservation areas and Historic Parks and Gardens; all of which have statutory protection.</p>	<p>Suggestions amended and incorporated into paragraph 5.1, Action Plan 1: Open space and habitat management. Additional details and more accurate description of historic structures received with thanks.</p>
9.3	<p>Comment Re: Table 2 – Action Plan 1: Open space and habitat management</p>	<p>There is no plan to include a specific objective for</p>

	Action plan – suggest including a specific objective related to churchyards or registered parks & gardens	churchyards or registered parks and gardens as these sites are adequately acknowledged with associated objectives throughout the action plans. All Registered Parks & Gardens are currently SINCs and are recognised for their importance for nature conservation through this system. A list of Registered Parks & Gardens added to 8.5 Appendix 5: Registered Parks & Gardens.
9.4	Comment Re: Table 2 – Action Plan 1: Open Space and habitat management OSHM 1.4 – it would be beneficial for this to be carried out in a partnership of DBE (Planning) OS and CS.	Contributing partner for action OSHM 1.4 updated to include CoL DBE.
9.5	Comment Re: 8.1 Appendix 1: National, regional and local policy p.35 – include reference to relevant Historic Environment policies in the Local Plan (CS 12, DM12.1, DM12.2)	Relevant policies from Core Strategic Policy CS12: Historic Environment added to 8.1 Appendix 1: National, regional and local policy.
9.6	Comment Could more be said about the Thames foreshore as a habitat?	The evidence base we have for The Tidal Thames is

		limited which is reflected in the document and Action Plans. The SINCR review of the Tidal Thames and development of a Management Plan as well as working with partner organisations will be a starting point to recognising the importance of the Thames foreshore as a habitat.
9.7	<p>Comment Re: 3.6 Achievements and recommendations - bullet point two</p> <p>'The main aim of The Tree Strategy to increase City owned trees by 5% by 2019 was reached and exceeded in 2014'</p> <p>Statement incorrect, aim yet to be achieved.</p>	Text updated in relevant bullet point of 3.6 achievements and recommendations to reflect that this objective has yet to be achieved.
9.8	<p>Comment Promote the City of London Tree Strategy</p>	5.2. Action Plan 2: The built environment identifies the key areas the City of London Tree Strategy promotes. The specific objectives relating to biodiversity in the Tree Strategy Part 2 have been added to 8.1 Appendix 1: national, regional and local policy.
10.0	Organisation	
	Greenspace Information for Greater London (GiGL)	

	Comments Received	City Corporation Response
10.1	<p>Comment Re: 1.2. What is Biodiversity?</p> <p>Could add something about why we should see biodiversity is important e.g. ecosystem resilience supporting ecosystem services, as well as intrinsic value and appreciation?</p>	Reference to wider benefits of biodiversity added to paragraph in 1.2 What is Biodiversity?
10.2	<p>Comment Re: 2.2 Regional Policy</p> <p>Could also maybe cite the Natural Capital Green Infrastructure Task Force, Dec 2015, Report here?</p>	Reference to Natural Capital: Investing in a Green Infrastructure for a Future London included in paragraph and cited in bibliography.
10.3	<p>Comment Re: 3.1 Habitats</p> <p>'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'</p> <p>...As well as a Site of Metropolitan Importance for Nature Conservation</p>	Reference to the Tidal Thames being the City's only Site of Metropolitan Importance for Nature Conservation (SMINC) added to paragraph in 3.1, habitats.
10.4	<p>Comment Re: 3.5 Access to nature and green space in the City</p>	

	<p>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.</p> <p>Does this mean that the City is well provisioned in terms of access or that there are some known areas to improve? Could you describe the AoD (or map it) as above for SINC AoD? GiGL could create a map/s for the report from our AoD datasets to your specification if helpful to explain these points?</p>	<p>Paragraph amended in 3.5, access to nature and green space in the City, to make it clear that this is the general criteria for areas of deficiency in access to open space from the London Plan and not specific for the City.</p> <p>Mapping areas of deficiency would be useful to demonstrate this and we plan to pursue this following the SINC review taking place in 2016 and a review of the open space data held by GiGL.</p>
10.5	<p>Comment Re: 3.7 Achievements and recommendations</p> <p>'The survey and monitoring of SINC's also needs to be improved so that the</p>	<p>Suggestion of re-phrasing incorporated in paragraph</p>

	<p>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'</p> <p>Thanks for including this point. I've re-phrased this slightly to be more specific as GiGL as the sole LERC for London, then facilitate the sharing of the centralised information with other decision-makers or data users such as ecological consultants engaging with the planning system, the Greater London Authority, NGOs operating in the area, community groups etc. etc. Echoes how you explain it later.</p>	<p>of 3.7 achievements and recommendations.</p>
<p>10.6</p>	<p>Comment Re: 3.10 Sustainability in the built environment</p> <p>There is an opportunity here to mention the chance to encourage recording and</p>	<p>There is opportunity for future collaboration and data sharing with regard to</p>

	<p>monitoring of these urban greening features similar to the SINC/biodiversity data. There is an existing London dataset. GiGL and the GLA are both interested in ongoing improvements to data on these features. Any data provided to GiGL would be incorporated into the emerging London Urban Greening Features dataset (which City of London already have a good representation in, in terms of green roofs)</p>	<p>urban greening features. The distribution of green roofs is currently being recorded and analysed as part of the City of London Local Plan Monitoring Report on Green Roofs produced by the Department of Built Environment.</p> <p>Reference to mapping urban greening features incorporated Table 5 – Action Plan 4: Data collection, surveys and monitoring, action no DCSM1.10.</p>
10.7	<p>Comment Re: 4.1 House sparrow – <i>Passer domesticus</i></p> <p>Maybe an opportunity to mention citizen science again as house sparrows are a</p>	<p>Mention of wider input from partner organisations and the importance of resident involvement included in 4.1</p>

	good target species for public involvement in monitoring as demonstrated by surveys such as LWT/LBP/RSPB's Cockney Sparrow Project (and others).	House sparrow – <i>Passer domesticus</i> , as the isolated pockets of house sparrows strongly feature in residential areas.
10.8	<p>Comment Re: 4.5 Bats – <i>Chiroptera</i> spp.</p> <p>They are certainly recorded in other parts of the City, I've checked the GiGL records. Though they are sensitive so you don't want to be too specific, GiGL can confirm that verified records of bats have been observed in different parts of the City, including recent years.</p> <p>Again, sharing new data with the Local Environmental Records Centre so it can be shared with local bat experts, and inform ecological consultants/members of the public engaging with the planning process etc. will also contribute to their protection and study.</p>	Thank you for confirming that recent verified records are available for the City. We hope to have access to this information by entering into a Service Level Agreement with GiGL to inform SINC management plans and targeting biodiversity interventions in the City of London.
10.9	<p>Comment Re: 4.7 Stag beetles – <i>Lucanus cervus</i></p> <p>Again, opportunity to mention the suitability (and popularity) of this species as a focus for public engagement, recording and monitoring effort? (existing successes e.g. LWT staggering gains project and PTES work on the species)</p>	Sentence added to paragraph in 4.7, Stag beetles – <i>Lucanus cervus</i> to highlight the importance of the stag beetle as a flagship species and promote habitat management for all invertebrates.
10.10	<p>Comment Re: 5.4 Action Plan 4: Data collection, surveys and monitoring</p> <p>'The data currently held and reported for the Square Mile does not reflect unique</p>	Paragraph updated in 5.4 Action Plan 4, Data,

	<p>habitats such as green roofs that have been created in the City or the presence of priority species for conservation'</p> <p>This statement about existing information needs altering – the current data holdings <i>do</i> reflect green roofs and presence of priority species (see below). But the previous and subsequent points about continuing to keep data up to date and informing decisions are certainly still applicable!</p> <p>GiGL does hold and share within the partnership a dataset of green roofs, including over 40 in the City (actually better data availability for City than for many other Local Authorities) this data is in addition to a dataset of other habitats including the City's previous habitat survey, which didn't include green roofs/walls in the survey scope. This Urban Greening Features dataset would be enhanced by including new green roofs from new developments and monitoring their success and their use by wildlife – so suggest rephrasing to say that the City has potential to build on and enhance the existing evidence on these habitats.</p> <p>GiGL's species dataset of protected and priority species for conservation does include records for the City (there are over 200 records made to at least 100m resolution within the City with conservation listings, plus others made to a broader resolution/in the surrounding area that would be relevant to local planning). Agree though that additional information will be able to be mobilised from existing sources and new data gathered to improve this number and make City's evidence base more robust and informative.</p>	<p>collection, surveys and monitoring to clarify that the data is currently held on green roofs and priority species by GiGL but the City Corporation has limited access to interpret this information.</p>
11.0	Organisation	
	c/o London Natural History Society	
	Comment	City Corporation Response

<p>11.1</p>	<p>Comment</p> <p>The Friends of City Gardens have made me aware of the consultation on the City of London's Biodiversity Action Plan. Please find here some comments which are primarily about butterflies.</p> <p>The link to the draft Biodiversity Action Plan was provided at: http://www.cityoflondon.gov.uk/things-to-do/green-spaces/city-gardens/about-us/Documents/city-of-london-draft-biodiversity-action-plan-2016-2020.pdf</p> <p>The Biodiversity Action Plan appears constructive and while butterflies are not covered in detail, it is the provision of habitat that is important. Obviously, most of the gardens, parks and public spaces are small in area, which presents some additional challenges.</p> <p>Two of the Action Plans, 5.1 and 5.2 refer to increasing shrub cover and tree planting. That for shrub cover includes reference to 'Consideration of the biodiversity value of planting when designing, refurbishing or enhancing current open spaces'. There are only a limited number of British butterfly species that are dependent upon shrubs and trees. Of these, I would suggest two species of butterfly that could be encouraged to the City with appropriate planting:</p> <p>Holly Blue</p> <p>The larval foodplants are Holly and Ivy. Surveys undertaken by the London Natural History Society, Butterfly Conservation and others are showing that the Holly Blue is more common in the urban areas of London than in the areas at the edge of Greater London. The Holly Blue is a species than can be attracted to urban areas.</p> <p>Brimstone</p>	<p>Thank you for the comprehensive response focusing on the provision of suitable habitat for butterflies and plants that are important species.</p> <p>The BAP now refers to supporting wider monitoring initiatives referring to supporting the London Natural History Society's Butterflies of London Project.</p> <p>Any guidance and SINC management plans that are developed will take into consideration all species, including butterflies, which a site can potentially support but do not feature as a target species.</p> <p>Any recommended plants can be promoted as part of the BAP and referred to in the ecology toolkit and web-based resources.</p>
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Brimstone butterflies are relatively large, the males are a fluorescent yellow and the females a whitish-green, and they fly for several months of the year. It should be relatively easy to attract them to the City of London. Their requirements are simply the provision of either Alder Buckthorn or Common Buckthorn, on which the adults lay eggs and the leaves are the larval food-plants. Brimstones can smell and then locate the shrubs from some distance. In a survey of 1980-86, the Brimstone was absent from large swathes of north London (and there were no records from the City of London). Planting of Alder Buckthorn (*Frangula alnus*) in areas of north London during recent years, has established populations of Brimstones in urban areas.

Furthermore, the shrub or small tree, is small leaved and the foliage is fairly light, so is ideal for smaller sites. It can be pruned in winter to whatever shape or size is required (the Brimstone eggs are laid in the spring).

Note. While Holly, Ivy, Alder Buckthorn and Common Buckthorn have plant parts (for example the berries) that are considered poisonous if eaten in quantity, these and other plants have been common in the British countryside for hundreds if not thousands of years.

I attach also a fuller list of plants that are important to species of butterfly. The Species Action Plans for the Black Redstart (including green roofs); for the Bumblebee (nectar sources are also used by adult butterflies); and for the Stag Beetle (several species of butterfly over winter as adults and benefit from voids in log piles etc.) are all welcome.

City of London
Draft Biodiversity Action Plan
2016-2020

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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 415,000 workers, of whom the majority commute from across the South East, join the 7,800 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 animals, plants and fungi as well as recognisable wildlife such as birds, mammals and insects. The habitats 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. The value of biodiversity extends beyond habitat and species with the benefits extending to a range of economic, social and intrinsic values.

1.3 Biodiversity in the City

The City of London has approximately 376 open spaces totalling 32 hectares of both private and City of London Corporation managed open spaces including parks, gardens, churchyards and plazas. Approximately 80% of the sites are less than 0.2ha in size. A full list of types of open spaces in the City of London is listed in [Appendix 3: Open space typology and categorisation](#)

There is also an increasingly important resource for biodiversity at roof top level with the addition of green roofs and roof terraces.

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 City workers, resident 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.

Outside of the Square Mile the City Corporation owns and manages almost 4,500 hectares of historic and natural open spaces including Hampstead Heath and Epping Forest. These sites are of significant importance for habitats and species and include Sites of Special Scientific Interest, National Nature Reserves and Special Areas of Conservation.

The City of London Biodiversity Action Plan 2016-2020 covers the open spaces, habitats and species in City of London only, regardless of ownership. Open spaces outside of the City of London are covered by the relevant local authorities' Biodiversity Action Plan. Bunhill Fields Burial Ground, located in the London Borough of Islington, is the exception to this and is referred to in the BAP. Within the Square Mile the City Gardens Team are responsible for the maintainance of the parks, gardens and churchyards and other open spaces including Bunhill Fields Burial Ground. Due to its proximity to the City the site is regularly used to support events and activities and as a site in its own right of both historic and biodiversity value.

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 (BAP) 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**

Aim: to protect and enhance habitats and species in the City of London

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**

Aim: to improve green infrastructure in the built environment

Enable biodiversity to be incorporated into the built environment to enhance and connect green spaces.

- **Education and community engagement**

Aim: to promote a greater understanding of the City's biodiversity

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**

Aim: to improve monitoring and data on biodiversity in the City of London

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 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, urban greening and 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 with the importance of integrated green infrastructure in the capital identified by the Green Infrastructure Task Force.

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 is set out in [38](#).

3.0 Biodiversity in the City of London

The City of London Biodiversity 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 and consists of; representatives from the relevant departments of the City of London Corporation, 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 [39 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 City-wide 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 action plans will be developed for 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 '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 action plans have been developed to take into consideration these priority habitats. A further habitat recognised as a London biodiversity target within the City of London is the Tidal Thames, which is also the City's only Site of Metropolitan Importance for Nature Conservation (SMINC), 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 City of London Local Plan Policy CS9 and 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 BAP 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, the interaction the species has with the surrounding environment, 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
	Sites of Metropolitan Importance for Nature Conservation (SMINC)
M031	The River Thames and its Tidal Tributaries
	Sites of Borough Importance for Nature Conservation (SBINC) Grade 2
CiBII01	The Temple Gardens
CiBII02	The Barbican and St Alphage's Garden
ISBII09	Bunhill Fields Burial Ground*
	Sites of Local Importance for Nature Conservation (SLINC)
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.

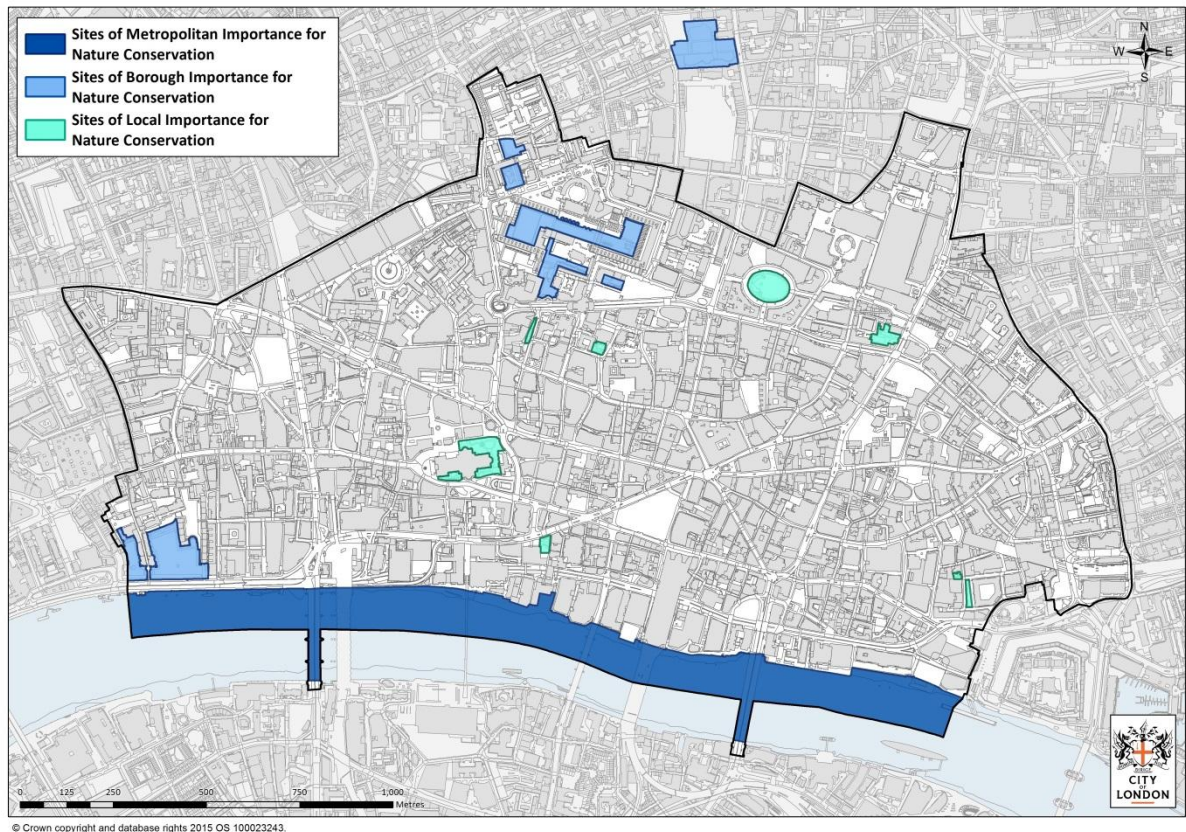


Figure 1: Map of Sites of Importance for Nature Conservation (SINCs) in the City of London.

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 report provides details of the distribution and characteristics of the open spaces defined in 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

The Open Spaces Audit 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 because they are privately owned or designated for residents use. The nearest publicly accessible SBINC to the City of London that is managed by the City Corporation is Bunhill Fields Burial Ground. This site is located just outside the City's 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'. As identified in the London Plan, individuals should have access to these types of spaces within 400 metres of their homes with residential areas outside of this distance potentially defined as deficient in access to open space. Open space provision and types across London are detailed in [Appendix 4: Public Open Space Categorisations](#)

Identifying and maximising both the biodiversity potential and access for public enjoyment of these small 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

The work of the previous City of London Biodiversity Action Plan 2010-2015 there were some significant achievements:

- The establishment of the City-based friends group, 'Friends of City Gardens' that focus on encouraging more biodiversity-friendly planting, such as native bulbs and hedges. Their work also includes surveying 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 is to increase City Corporation owned trees by 5% by 2019.
- 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 awareness 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 provision of data to Greenspace Information for Greater London (GiGL) for inclusion in the regional wildlife records dataset.
- Working with corporate volunteers to improve habitats within the parks, gardens, and churchyards of the Square Mile 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.
- The production of a series of 'Wildlife Walk' leaflets designed to guide visitors to the SINCs.
- 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 published 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, there were also 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 that there should be a mechanism to ensure 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 to 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 the Local Environmental Records Centre (LERC), GiGL, to contextualise and further share this information with other decision-makers and organisations, is essential for understanding biodiversity not just in the City but across London as a whole.

3.7 Health and wellbeing benefits of biodiversity

As well as the importance of conserving habitats and species, biodiversity and activities that enhance the environment are beneficial to people. 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 new habitats, community food growing 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 Corporation is also working with external organisations based in the Square Mile, such as Bart's Health NHS Trust to increase green infrastructure across their sites. Both participating in biodiversity related activities earning Spice Time Credits and spending on physical activities such as gyms and swimming pools have a positive impact on health and wellbeing. Access to green space and nature is also linked to improving the mental health and wellbeing of individuals as well as creating quiet and tranquil areas for workers, residents and visitors.

3.8 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. This form of engagement can be vital in encouraging local residents to become champions in promoting 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.

3.9 Sustainability in the built environment

The built environment represents an important habitat in the City. It includes historic structures and monuments as well as new developments. Historic walls, churchyards and monuments 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 Building Research Establishment Environmental Assessment Methodology (BREEAM) certification through the creation of new habitats to support local biodiversity. At rooftop level there is increasing space for biodiversity delivered through green roofs which increased from 15,000m² in 2005/06 to 50,000m² in 2014/15. This includes two types of green roof:

- Intensive, which requires a programme of management
- Extensive, which requires low levels of management and equate to a natural environment which aids 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).

New developments or refurbishments must not negatively impact 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 Target species

The following target 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 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 this rapid population decline the species has received the highest level of 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 may also 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 and SINC management plans to ensure habitat interventions are tailored to the needs of the house sparrow. These recommendations will include provision of nest boxes, planting seed rich species, trialling supplementary feeding of protein-rich food during the nesting season and establishing more areas of dense shrub cover. It is also vital to engage with partner organisations and residents through citizen science initiatives to gain a greater understanding of the house sparrows remaining presence in the City.

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 1920s 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 a 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 the 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 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. It is recommended that building management guidelines include retrofitting of swift nesting boxes in refurbished buildings as well as new developments along the Thames riverside. Once there's a greater understanding of the Thames Riverside environment opportunities for other species such as the house martin may be identified.

4.4 Peregrine falcon – *Falco peregrinus*

Peregrine falcons have been present in the City for a number 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 organochlorine 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. The species also act as a natural predator of pigeons. 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 tree lines to aid navigation. Bats are regularly seen over the Barbican lakes and gardens but they are likely to be present elsewhere in the City. Further surveying and monitoring are required to establish their distribution in the Square Mile. A group of volunteers has now been trained to undertake bat walks which will take place during the summer months.

There continues to be a 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 of flight paths due to artificial lighting also have 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' knowledge and understanding of the potential for bats in the Square Mile.

Interventions to protect habitats for bats in the City must 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 beetle, 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 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 of 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 south-west London. 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 the benefits of dead and decaying wood, leaf litter and not 'tidying up' green spaces will help create suitable habitats for the wider invertebrate population. Leaf composting areas will be introduced in all SINC sites as an outcome of site-specific SINC management plans. Log piles have been installed in most of the existing SINC sites and will be built in newly designated sites. Stag beetles act as an excellent flagship species to both engage with the public and promote positive habitat management for all invertebrates.

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.

Action Plan 1: Open space and habitat management

Aim: to protect and enhance habitats and species in the Square Mile

Action Plan 2: The Built environment

Aim: to improve green infrastructure in the built environment

Action Plan 3: Education and community engagement

Aim: to promote a greater understanding of the City's Biodiversity

Action Plan 4: Data collection, survey and monitoring

Aim: to improve monitoring and data on biodiversity in the City

5.1 Action Plan 1: Open space and habitat management

Existing and potential new SINC's 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 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 with progress 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 such as:

- Increasing shrub cover and berry-bearing plants.
- Providing continuous vertical habitats from ground level to the tree canopy to create dense cover for roosting and nesting.
- Planting a range of nectar and pollen-rich species, including night-scented varieties that will provide forage for pollinators throughout the year.
- Amending management practices that may harm biodiversity, such as leaf blowing or introducing practices that will enhance habitats, such as leaf composting.
- Considering the biodiversity value of planting when redesigning, refurbishing or enhancing current open spaces.
- Consider the impact of climate change on biodiversity choosing plants that are resilient to a range of climate impacts.
- Retaining and increasing 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.

Many of the City's open spaces such as the churchyards have a strongly historic character that underscores their biodiversity to strong effect. A number include historic structures such as parts of the Roman and medieval City wall, exposed Victorian building basements, elements of former churches damaged or altered after the Second World War, gravestones destroyed in the Blitz and memorial structures. Their structures 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 SINCC management plans for those sites will require all interested parties, including departments within the City 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 and the desirability of maintaining their unique historic character. Many of these sites and structures are designated assets such as scheduled ancient monuments, listed buildings, or within conservation areas and Historic Parks and Gardens; all of which have statutory protection.

The Biodiversity Action Plan will 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 must protect biodiversity and encourage enhancements to this wildlife corridor as well as improve water quality with the use of sustainable drainage systems (SuDS). The City Corporation works with both the Environment Agency and Port of London Authority to enhance biodiversity along the River Thames. The Thames Tideway Tunnel which is due to be completed in 2023 will improve water quality and associated biodiversity in the Thames by reducing sewer discharges into the river.

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 contributions 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 may 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 connected aerial habitats.

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 City of London Tree Strategy Part 2 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 must therefore positively contribute to a range of sustainability issues and opportunities with biodiversity a key component. Planners and developers must consider both the impact of new developments and opportunities for temporary biodiversity enhancements that can be included in a project, such as:

- Ensuring lighting associated with construction sites does not unnecessarily illuminate nearby open spaces and disrupt bat foraging routes.
- Ensure new lighting in public realm enhancement schemes does not have an adverse impact on biodiversity.
- Introducing temporary green walls or other pollen and nectar-rich features on construction sites and on hoardings which in some circumstances may be in place for many years.
- Take advantage of vacant sites such as planters, beds or borders or areas undergoing redevelopment by sowing wildflower species to provide pollen and nectar as well as a temporary visual amenity.
- Installing 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.
- Retrofitting artificial structures to improve habitats for species such as bats and pollinators.
- Providing interpretation on 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 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 to 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 on biodiversity projects.

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

- Residents' bulb planting days.
- 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.
- School gardening clubs and outdoor learning sessions run by volunteers.
- Surveys of plants and animals organised by individuals.

These groups will help deliver the BAP objectives and the City Corporation will provide support and identify funding streams 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 recognise the importance of considering biodiversity in all aspects of parks and open spaces management. The schemes 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. This has a positive impact on building a stronger and engaged community in the City as well as developing the skills of individuals.

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 SINC's are and their importance in the context of the City and London.

Biodiversity is an excellent platform to engage with children 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 as well as another primary school, City of London Academy Islington, which is due to open on the edge of the City in September 2017. 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 will also be used as a platform to provide detailed 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. They 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 developing an evidence base 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. GiGL's habitat and species datasets can provide important information to make informed decisions but the City Corporation currently has limited access to interpret this data.

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 when commissioning, collating and monitoring data.

The Biodiversity Action Plan identifies the need to monitor target species. This will also include other species such as moths, butterflies, bees and spiders that provide an engaging way for both adults and children to better understand the City's open spaces and biodiversity. There is also a need to gain a greater understanding of the more unusual species present in the Square Mile with surveys of mosses, lichens and ferns. To achieve this objective the City Gardens Team will provide training for volunteers and staff to encourage the collection of data specific species as part of national surveys, such as Moth Night, the London Natural History Society's (LNHS) study of butterflies and the annual RSPB Big Garden Birdwatch.

Recording data on counts and surveys provides an accessible, achievable and measureable outcome for investment in biodiversity identification and survey training.

6.0 Funding opportunities

The City Gardens Team will work with volunteers to access funding and sponsorship 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.

7.0 How the Biodiversity Action Plan will be monitored and delivered

As progress towards achieving the actions of the BAP is made, it is important to record and communicate this to members of the City of London BAP Partnership Group as well as the wider public. Biodiversity information will be updated on the City of London website and City of London Biodiversity Action Plan Partnership Group members will be updated regularly 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	LWT 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. Subject to co-operation of private landowners and managers and access to GiGL open space, habitat and species data.	COL OSD	Landowners and managers	April 2016 – April 2020
OSHM1.3	Produce a black redstart species action plan. Funding and access to GiGL habitat and species data dependent.	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	Investigate the setting up of a multi-departmental working group to develop guidance on managing historic walls, memorials and structures to include in SINC management plans.	CoL DBE CoL OSD CoL CS		April 2016 – April 2017

Action No	Action	Lead Partner	Contributing partner	Start/end Date
OSHM1.6	Promote planting of pollen and nectar-rich flowering shrubs, annuals and perennials to residents, businesses and City Corporation colleagues. Compile plant lists compiled or update and promote existing literature e.g. RHS Perfect for Pollinators downloadable plant lists.	CoL OSD	FoCG	April 2016 - April 2020
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 BEO	April 2016 - April 2020
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 dependent.	CoL OSD	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 dependent.	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	FoCG	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

Action No	Action	Lead Partner	Contributing partner	Start/end Date
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
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	FoCG BWG	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 an audit of which biodiversity is a key component for new and retro-fitted green roofs.	CoL DBE	CoL OSD	April 2017 – April 2020
BE2.2	Produce 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 2017 – 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 dependent.	CoL OSD	CoL DBE	April 2017 – April 2020
BE2.4	Promote case studies and industry guidance to support the development and enhancement of green roofs 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 considers areas of deficiency in access to public open space and nature.	CoL DBE	CoL OSD	April 2017 – April 2020
BE2.6	Promote the use of temporary green infrastructure of biodiversity value such as green hoardings and annual wildflower seed mixes to mitigate any temporary loss of open space.	CoL DBE	CoL OSD	April 2017 – April 2020
BE2.7	Promote 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 2017 – 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 dependent.	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
BE2.10	Activity explore the possibility of creating a SINC at rooftop level at as part of the review of SINC in the City of London	CoL OSD	CoL DBE FoCG LWT	April 2016 – April 2020

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 and staff biodiversity training to cover species identification, surveying and recording. Further training needs to be identified, funding dependent.	CoL OSD	FoCG	April 2016 – April 2020
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 City of London BAP 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 and wall 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 the understanding of biodiversity and to encourage food growing and healthy eating. Provide fundraising advice and support for accessing teaching resources. Establish ongoing relationships with all City-based schools. Funding and officer and volunteer time dependent.	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 such as Moth Night, LHNS butterfly survey, National Tree Week etc.	CoL OSD	FoCG BWG	April 2016 – April 2020
ECE1.9	Ensure that any new signage and interpretation in City Gardens managed open spaces includes local and relevant biodiversity information. Two SINC sites to be reviewed and updated per year. Funding dependent.	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 dependent.	CoL CG		April 2017 – April 2018

Action No	Action	Lead Partner	Contributing partner	Start/end Date
ECE1.13	Develop leaflet, visitor interpretation or webpage to explain what bird species are present in the City. Funding dependent.	CoL OSD	FoCG	April 2018 – April 2020
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 2017 – April 2020
ECE1.15	Promote 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 dependent.	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 – April 2020
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

Action No	Action	Lead Partner	Contributing partner	Start/end Date
ECE1.21	Introduce a tree walk and promote the City of London tree leaflet. Tree walk to be held annually as part of regional/national awareness weeks. E.g. London Tree Week. Funding and volunteer and CoL officer input dependent.	CoL OSD	FoCG	April 2018 – April 2020
ECE1.22	Increase the number of volunteers enrolled as Spice Time Credit members.	CoL OSD	CoL CCS FoCG BWG	April 2016 - April 2020
ECE1.23	Identify new Spice Time Credits earn and spend opportunities with the Open Spaces Department to encourage new volunteers to get involved in biodiversity events and activities.	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.	GAG BEO	CoL OSD FoCG BWG	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	April 2016 - April 2020
ECE1.27	Provide advice to residents and businesses that wish to feed the birds adjacent to open spaces.	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).	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 dependent.	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 interventions and enhancements.	CoL OSD	FoCG	April 2017 – April 2020
DCSM1.5	Identify funding to commission a spider and invertebrate survey.	CoL OSD	FoCG	April 2016 – April 2020
DCSM1.6	Identify funding for a moss, lichen and fern survey in targeted SINC sites. Produce specification of target sites.	CoL OSD	FoCG	April 2016 – April 2020
DCSM1.7	Promote and distribute GiGL monitoring forms to City Gardens staff, City Corporation colleagues and volunteer groups. Achieve a 10% increase per annum in wildlife records submitted to GiGL for the City of London.	CoL OSD	FoCG	April 2016 – April 2020

Action No	Action	Lead Partner	Contributing partner	Start/end Date
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 dependent.	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 and the Corporate Internet GIS tool to integrate mapping relating to biodiversity including factors that contribute to biodiversity including open spaces, green roofs, SINC, tree cover, urban greening and biodiversity features such as bird boxes and bee hives and areas of opportunity.	CoL OSD	CoL DBE	April 2016 – April 2020
DCSM1.11	Conduct an annual summer roof top/breeding bird survey. One 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 planning applicants or consultants to pass on their results of ecological surveys or BREEAM biodiversity assessments to GiGL as part of the planning process.	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	Investigate opportunities for encouraging building managers, owners and occupiers to commission an audit and survey of their green roofs or other green infrastructure. Aim to gather habitat and species data to inform current management and future enhancements and to make this data available to GiGL.	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 CS	City of London Corporation, City Surveyor's Department
CoL CCS	City of London Corporation, Community and Children's Services
BEO	Barbican Estate Office
GAG	Gardens Advisory Group (Barbican Residents Consultation Committee Working Party)
BWG	Barbican Wildlife Group
FoCG	Friends of City Gardens
GiGL	Greenspace Information for Greater London
LWT	London Wildlife Trust

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

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 CS12: Historic Environment

Policy DM 12.1: Managing change affecting all heritage assets and spaces

Policy DM 12.2: Development in conservation areas

Policy DM 12.5: Historic parks and gardens

Core Strategic Policy CS15: Sustainable development and climate change

Policy DM 15.5: Climate change resilience and adaptation

Core Strategic Policy CS18: Flood risk

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 Tree Strategy Part1 – Supplementary Planning Document 2012

City of London Tree Strategy Part 2 – 2012

Objective 7: (increase stock of tree)

Objective 8: (increase amenity and green corridors)

Objective 9: (bio-diversity, air quality and climate change)

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 space 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: Registered Parks & Gardens

The following sites in the City of London feature on the Historic England 'Register of Historic Park and Gardens of special historic interest in England' which identifies sites of particular historic significance:

Site	Grade
Inner Temple	II
Finsbury Circus	II
Middle Temple	II
The Barbican	II*

8.6 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 (SMINCs), Borough (SBINCs), 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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Open Spaces Department

The City of London Corporation owns and manages a number of Open Spaces, Parks and Gardens in and around London as part of its commitment to sustaining a world class city. Each open space is a unique resource managed for the use and enjoyment of the public and for the conservation of wildlife and historic landscape.

In addition to the Biodiversity Action Plan, a number of other publications are available, including many free leaflets. A full list of sites and visitor information can be found on our website, detailed below.

If you would like to receive this publication in your language, or in an alternative format such as large print, Braille or audio tape, please contact:

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