



Open Spaces and City Gardens

Date: MONDAY, 5 DECEMBER 2016
Time: 2.15 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

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**Lunch will be served in the Guildhall Club at 1pm.
N.B. Part of this meeting may be the subject of audio visual recording.**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes of the previous meeting.

For Decision
(Pages 1 - 8)

City Gardens

4. **SUPERINTENDENT'S UPDATE DECEMBER 2016**

Report of the Superintendent, Parks & Gardens.

For Information
(Pages 9 - 12)

5. **FINSBURY CIRCUS REINSTATEMENT - BOWLING GREEN ISSUE REPORT**

Report of the Director of Open Spaces.

For Decision
(Pages 13 - 26)

Open Spaces

6. **OPEN SPACES, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**

Report of the Director of Open Spaces.

For Decision
(Pages 27 - 94)

7. **OPEN SPACES BUSINESS PLAN - QUARTER 2 UPDATE**

Report of the Director of Open Spaces.

For Information
(Pages 95 - 116)

8. **REVENUE & CAPITAL BUDGETS - OPEN SPACES & CITY GARDENS 2016/17 & 2017/18**

Report of the Director of Open Spaces.

For Decision
(Pages 117 - 132)

9. **GREATER LONDON NATIONAL PARK CITY INITIATIVE**

Report of the Director of Open Spaces.

For Information
(Pages 133 - 164)

10. **BATS IN TREES POLICY**

Report of the Director of Open Spaces.

For Decision
(Pages 165 - 180)

11. **OPEN SPACES LEARNING PROGRAMME**

Report of the Director of Open Spaces.

For Decision
(Pages 181 - 188)

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

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

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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

For Decision

PART 2 – NON PUBLIC AGENDA

15. **INTRODUCTION OF A FORMAL OUT-OF-HOURS CALL-OUT ROTA FOR HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK, AND THE RESULTANT REDUCTION IN REQUIREMENTS FOR OPERATIONAL RESIDENTIAL PROPERTIES**

Report of the Director of Open Spaces.

For Decision
(Pages 189 - 196)

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

17. **ANY OTHER NON PUBLIC BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT**

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OPEN SPACES AND CITY GARDENS
Monday, 10 October 2016

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 10 October 2016 at 1.45 pm

Present

Members:

Graeme Smith (Chairman)
Wendy Mead
Barbara Newman
Virginia Rounding (Ex-Officio Member)
Catherine Bickmore (Observer)
Michael Welbank (Chief Commoner)
Philip Woodhouse (Ex-Officio Member)
Deputy John Barker
Jeremy Simons
Verderer Peter Adams (Observer)

Officers:

Sue Ireland	-	Director of Open Spaces
Louisa Allen	-	City Gardens Manager
Natasha Dogra	-	Town Clerk's Department
Martin Rodman	-	Superintendent, Parks & Gardens
Alison Elam	-	Chamberlain's Department
Roger Adams	-	City Surveyor's Department
Patrick Hegarty		Department of the Built Environment
Kirpal Kaur	-	Comptroller's and City Solicitors
Kate Hazelwood	-	City Surveyor's Department
Clarisse Tavin		Department of the Built Environment

1. APOLOGIES

Apologies had been received from Alderman Ian Luder and Karina Dostalova.

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

There were no declarations

3. MINUTES

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

4. STATE OF UK PUBLIC PARKS 2016

The Committee noted that the recently published Heritage Lottery Fund (HLF) report "The State of UK Public Parks 2016" provided important insight into the

current state of UK parks. The report focussed on the issues and challenges set by HLF and summarised the City of London Corporation's response to date.

An important finding of the report was how well used parks have been, with originally 54% of adults surveyed using them at least monthly increasing to 57% and with families now 90% of households with children under 5 visit monthly. Only 12% of adults don't use parks and the most regular users being 16-17 yr. olds (44% visit a park weekly) and 25-34yr olds (32%).

On average 22.5% of parks budgets came from external sources. The report showed this was likely to increase to 29% in next three years. Members noted that the concern was that only 54% of local authority parks income was ring-fenced for parks and 79% are considering selling or transferring all or parts of parks.

The Committee noted that the Open Spaces department were undertaking work with the GLA which Members would be updated on in due course. The City of London Corporation had sought to support previous HLF reports including:-

- the introduction of Park Champions,
- engaged with the Greater London Authority in the preparation and production of 'Natural Capital –investing in a Green Infrastructure for Future London',
- has promoted and supported volunteering and learning
- reviewing and updating the green space strategy for the City

Members noted that the term "green infrastructure" was not as widely used not as user friendly as using the term "parks" though this term encompassed heaths, forests and commons when the City Corporation was concerned.

In response to a query regarding the role of Park Champions, Members noted that although these individuals did not have specific job descriptions their roles were very useful when seeking to create good working relationships with local authorities and councillors.

Resolved – that the report be received.

5. OPEN SPACES BUSINESS PLAN - QUARTER 1 UPDATE

The Committee considered the business plan update and noted that at the end of Quarter 1, the department was on track in achieving the various agreed milestones. As most of the performance indicators set were annual or six monthly measures, it was too early to give a clear indication in respect of the performance indicators.

Members noted that the five departmental risks were:

OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public (amber)

OSD 002 - Extreme weather (amber)

OSD 004 - Poor repair and maintenance of buildings (amber)

OSD 005 - Animal, plant and tree diseases (amber)

OSD 006 - Impact of housing and/or transport development (amber)

Resolved – that the update be received.

6. **CONSOLIDATED REVENUE OUTTURN 2015/16**

The Committee received the Consolidated Revenue Update report and noted that the Director of Open Spaces actual Local Risk underspend was £885,000. This better than budget position is mainly due to underspends at the Directorate, Epping Forest, and Hampstead Heath, accompanied by an over achievement in income at the Cemetery.

The £290,000 better than budget position in the City Surveyor was mainly due to an underspend in the additional works programme, and the £79,000 decrease in income within Central Risk was mainly due to a reduction in income generated by the Hampstead Heath Trust Fund. The £270,000 reduction in recharges was mainly due to a reduction in support services costs.

Resolved – that the update be received.

7. **SUPERINTENDENT'S UPDATE OCTOBER 2016**

The Committee received an update from the Superintendent of City Gardens and noted that a number of accolades had been won by the City in the London in Bloom finalist award celebrations, including the following:

Town Category

City of London Gold

Small Park Category

Beech Gardens, the Barbican Estate Gold

Christchurch Greyfriars Church Garden Gold

Churchyard Category

St Olave, Hart Street Churchyard Gold & Category Winner

Discretionary Awards

The London in Bloom Meadows Award - Beech Gardens, the Barbican Estate

It's Your Neighbourhood

Level 5 'Outstanding', the highest award available, in the community based awards.

City in Bloom

On Monday 12th September over 100 guests were welcomed to the City Centre and the Roman Amphitheatre in the Guildhall for the City in Bloom Award Ceremony, sponsored by J. B Riney & Co. Ltd. organised by Friends of City Gardens and supported by the City Gardens team. Over 130 entries were received across nine different categories, from window boxes and hanging baskets to roof gardens, terraces and green roofs. Entries were judged by 20 volunteer judges using criteria including horticultural excellence, site suitability and biodiversity and sustainability, with those shortlisted invited to the award ceremony. Both entries and individuals were awarded one of a total of 26

awards recognising the outstanding contribution to areas, including food growing, community engagement and commercial planting. Best in Show was awarded to Middle Temple for their vegetable garden.

The Christmas tree lighting ceremony would take place on 6th December at 4pm, the Lord Mayor will be in attendance and the St Paul's Cathedral School Bread Street choir will be singing at the event. Following the event refreshments will be served at the St Paul's Cathedral School.

Resolved – that the update be received.

8. FINSBURY CIRCUS REINSTATEMENT - ISSUE REPORT

The Committee received the report advising Members of provisional representations from the City of London Bowling Club (CoLBC) regarding a possible return to Finsbury Circus. The Bowling Club wishes to present business proposals to the City Corporation setting out details for its more efficient use of a reinstated facility and a maintenance regime, and is seeking reconsideration of your Committee's previous decisions not to reinstate a specialist sporting surface. The Bowling Club has been invited to make written representations by the 15 October, with the intention of presenting these to your meeting on 5 December 2016, together with officer views and recommendations.

In consultation with the Deputy Chairman and Director of Open Spaces, and having taken advice from the Town Clerk's and City Solicitor's departments, the Chairman has agreed to consider a written submission from the CoLBC at this Committee's December meeting. CoLBC have been invited to submit a proposal of up to three sides of A4 paper for consideration in advance of the meeting. This submission should set out the Club's business case for running the facility, should state the currently active membership of the Club, and its activities since the closure of Finsbury Circus six years ago. The submission deadline agreed with the Club is 15 October 2016.

Members of the Committee were in agreement that the submission from the CoLBC should include a clear business case, their financial plan and the number of active users of the club. The Committee also requested that the report include all background papers relating to the Finsbury Circus reinstatement.

Resolved – that the update be received.

9. ST MARY-AT-HILL GATEWAY 5 REPORT

Members noted that St Mary-At-Hill church is a grade I listed building that was rebuilt by Sir Christopher Wren and Robert Hooke in 1670-74. The churchyard represents one of the few open spaces in the Fenchurch & Monument area. It is located within the Eastcheap conservation area within the setting of the grade I listed church and the grade II listed No. 6-7 St Mary-at-Hill. It has a fine sense of seclusion and historic character, but is at present in a state of disrepair with low quality paving, poor access and limited planting. In addition to these deficiencies, surveys have revealed below ground structures and

inadequate drainage causing potential damage to the church and churchyard wall, considered to be a non-designated heritage asset.

Resolved – that Members:

- Approve the implementation budget of £425,200 to be funded from the 20 Fenchurch

Section 106 Agreement, as set out in section 5 of this report;

- Approve the detailed design
- Approve the authority to start works, subject to obtaining Faculty and Planning permissions and sign off of associated legal agreements.

10. SENATOR HOUSE GARDEN - DELEGATED AUTHORITY REQUEST

The Committee noted that the City has been approached by Legal & General (L&G), the owner of Senator House (a City freehold property), who wish to use the adjoining Senator House Garden as a temporary works area during refurbishment works of its property. The Committee has previously agreed to a similar request by the former owner of Senator House which included the requirement that the developer was to undertake improvement works following its use for site logistics. As pictorial design and perspective images for the improvement of Senator House Garden plus the upper level of Cleary Garden was presented for Members information.

Resolved – that Members authorise the grant of delegated authority to the Town Clerk in consultation with the Chairman and the Deputy Chairman to approve the use of Senator House Garden by Legal & General Assurance (Pensions Management) Limited or such other designated subsidiary as a temporary works area in conjunction with refurbishment of the adjoining Senator House and the subsequent reinstatement of Senator House Garden to include landscaping improvements to Cleary Garden according to a design to the satisfaction of the Superintendent and all upon such terms to be negotiated and without cost to the City Corporation.

11. SEETHING LANE GARDEN - DELEGATED AUTHORITY REQUEST

The Committee noted that the City has been approached by Reignwood Investments UK, the owner of 10 Trinity Square, EC3 and freeholder of Seething Lane Garden, to seek a revised extension to their occupation of Seething Lane Garden to practical completion of the landscaping works in April 2017.

Members noted that in April 2015 at the request of the developer, your committee approved an extension of their use of the site to the end of 2016. This was in light of the cited delay to the project caused by the discovery of items of archaeological interest during the excavations that affect 10 Trinity Square, and the impact of the actual delay when compared with that anticipated as part of the initial archaeological assessment.

As a result the developer needed to find alternative space for the displaced building activity and to use Seething Lane Garden to facilitate a welfare and logistics strategy that helped reduce the impact on traffic congestion to the area and surrounding businesses whilst carefully considering the safety of local

residents and public. As a gesture of goodwill, Reignwood relocated the bust of Pepys, which used to reside in the garden, to the nearby St Olave's Churchyard so as to make it publically accessible during the continued works period and offered a goodwill payment of £30,000 in recognition of the additional inconvenience caused by the continued closure of Seething Lane Garden.

Discussions ensued regarding the extension and Members agreed that Officers should be instructed to negotiated the shortest extension possible to ensure that the garden as ready for use during the spring next year. There are no financial implications at this stage as discussions with Reignwood are ongoing. In the circumstances Delegated Authority is sought for the Town Clerk in consultation with the Chairman and Deputy Chairman to approve transaction terms and the period of the extension once they can be presented.

Resolved – that Members authorise the grant of delegated authority to the Town Clerk in consultation with the Chairman and the Deputy Chairman to instruct Officers to negotiation the extension of use of Seething Lane Garden by Reignwood International UK or such other designated subsidiary or contractors as a temporary works area and the subsequent reinstatement of Seething Lane Garden and all upon such terms, to the satisfaction of the Superintendent and without cost to the City Corporation.

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

In response to a question regarding the need for a policy outlining the City Corporation's views on the use of animals in circuses taking place in the City's open spaces, the Director informed Members that it would be beneficial to firstly seek the views of the Hampstead Heath Consultative Committee on whether there was a need for such a policy. Members agreed that the local reaction should initially be gauged before the decision regarding the need for such a policy could be taken.

In response to a question regarding the West Ham Park Nursery review, the Committee noted that earlier in the year the Superintendent had been tasked with working with consultants to consider all of the options for the future of the Nursery. Members noted that a report would be submitted to the West Ham Park Committee either in December 2016 or February 2017. An update would be circulated to the Committee Members, along with the Superintendent's update,

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

There was no urgent business.

14. EXCLUSION OF PUBLIC

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

15. **DEBT ARREARS - INVOICED INCOME FOR PERIOD ENDING 31 MARCH 2016**

The Committee received a report of the Chamberlain and Director of Open Spaces regarding the debt arrears for the period ending 31 March 2016.

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

There were no questions.

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

There was no urgent business.

The meeting ended at 2.35 pm

Chairman

Contact Officer: Natasha Dogra
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Committee	Dated:
Open Spaces & City Gardens	05/12/2016
Subject: Superintendent's update December 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 October 2016.

Recommendation

Members are asked to:

- Note the report.

Main Report

Budget

1. The City Gardens budget is in line with agreed budget profiles for this time of year.

Personnel

2. A new Support Services Officer will start on 21st November.

Operational Activities

3. Over the last two months the City Gardens team have been undertaking significant landscaping work associated with the Aldgate gyratory project. The team have planted a further five trees bringing the total to 37 trees planted since October. The planting in the eastern section of the scheme has now been completed; the area has been planted with a mix of shrubs, herbaceous plants and bulbs. The team have begun the landscaping on the western side of the church which will be completed in the New Year.

4. The team have undertaken some improvement landscaping works to Tower Hill garden. These have included the installation of metal railings to the south side of the garden and general planting improvements.
5. The Project Development Officer is currently organising faculty and planning consent for the improvements to Postman's Park. Works include installation of new watering points, the removal of two trees, lower tier re-planting of the existing borders and planting of two new trees. The project will be completed by March 2017.
6. In partnership with the Cheapside Business Improvement District (BID) two large planters in Trump Street have been replanted and paid for by the BID.
7. The annual spring bedding has been planted across City Gardens. This season's bedding was supplied by an external supplier for the first time since the West Ham Park Nursery closed. The quality of the plants has been excellent and the delivery schedule has gone very smoothly. The 2017 summer annual bedding schemes are currently being tendered and a contract will be place in January 2017.
8. Three additional Sites of Importance for Nature Conservation (SINC) were put forward to the London Wildlife Sites Board on 9th November and have been approved. The sites are: St Dunstan in the East Churchyard Garden, Postman's Park and Portsoken Street Garden. The approval of these additional SINC sites is one of the many objectives of both the City of London Biodiversity Action Plan (2016-2020) and the City of London Open Spaces Strategy (2015-2020). This progress will allow the City of London to approve formally their inclusion in the review of the City of London Local Plan.

Community, Volunteering, Outreach and Events

9. *Britain in Bloom Campaign*
On 14th October, officers attended the Britain in Bloom finalist award celebrations. The City won an overall Silver Gilt for the Town category.
10. Corporate volunteers from Kingston Smith and Accenture UK LTD have undertaken several volunteers days during November to develop a new planting scheme in Bunhill Fields Burial Ground. Both groups have contributed to the cost of 40 tonnes of topsoil. Professor Nigel Dunnnett has provided a shady planting plan at no cost to the City that will be planted up by a further volunteer session in the spring.
11. Spring flowering bulbs have been planted by the City Gardens team, the Friends of City Gardens and corporate volunteers in the following gardens: St Paul's Cathedral, St Dunstan in the East, Barbican Estate, Thomas More Garden and St Olave, Hart Street. These are in addition to the 10,000 bulbs paid for by the Cheapside Business Improvement District planted alongside the spring bedding for the Cheapside area.
12. *The Christmas tree lighting event*

The Christmas tree lighting ceremony will take place on 6th December at 4pm, the Lord Mayor will be in attendance and the St Paul's Cathedral School Bread Street choir will be singing at the event. Following the event, refreshments will be served at the St Paul's Cathedral School.

Louisa Allen

City Gardens Manager

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Committee	Dated:
Open Spaces & City Gardens	5 December 2016
Subject: Finsbury Circus Reinstatement – Bowling Green Issue Report	Public
Report of: Director of Open Spaces	For Decision
Report author: Martin Rodman – Superintendent of Parks & Gardens	

Summary

This report addresses a representation from the City of London Bowling Club regarding a possible return to Finsbury Circus.

The Bowling Club has submitted a business proposal to the City Corporation setting out details for its more efficient use of a reinstated facility and is seeking reconsideration of your Committee's previous decision not to reinstate a specialist sporting surface. The proposal (Appendix 1) suggests some potential reductions to future maintenance costs but fails to address other key issues. Evidence supporting your Committee's earlier decision is grouped under three main headings relating to cost, space and need.

Recommendation

Members are asked to:

- Reaffirm the resolution taken in December 2014, that is, to endorse the reinstatement of Finsbury Circus Garden to be laid out for general public access as a high quality garden space and without the introduction of specialist sporting surfaces exclusively aimed at specific user groups.

Main Report

Background

1. In autumn 2009, Crossrail Ltd (CRL) was in the process of acquiring Finsbury Circus as a worksite. Consequently it had entered into negotiations with parties that had an interest in the premises. One of these parties was the City of London Bowling Club (CoLBC), which used the bowling green and clubhouse at Finsbury Circus as its "home ground".

2. The CRL works necessitated the removal of the bowling green and therefore the relocation of CoLBC. CRL paid compensation to CoLBC to facilitate its relocation to another site. The removal of the green provided an opportunity for the City Corporation to review the terms under which CoLBC used the facilities at Finsbury Circus.
3. In December 2009, the Open Spaces Committee considered potential options for the reinstatement of Finsbury Circus Garden following completion of the Crossrail works, and resolved that;
 - a. The City of London Bowling Club be advised that, should it return to Finsbury Circus following the completion of Crossrail works, the City would want to formalise its future occupation of the club room at a rent with maintenance obligations and appropriate costs and recovery, including staff time;
 - b. If the City of London Bowling Club declined the basis for returning to Finsbury Circus, a project evaluation group consisting of relevant officers be set up to fully explore suitable options for the reinstatement of Finsbury Circus upon completion of Crossrail.
4. The City Surveyor wrote to the then secretary of CoLBC setting out the proposed terms for future use of the bowling facilities, should they be reinstated. The secretary responded by email on 20 January 2010 stating that: “no bowls club could afford the proposed rent, so the club would simply not be able to afford to return to Finsbury Circus post Crossrail”.
5. On this basis, negotiations continued between the City and CoLBC over such issues as temporary storage of equipment pending the club’s removal, and clarifying the extent of its use of Finsbury Circus to assist with the Club’s negotiations with CRL. It was clear from this correspondence and from telephone conversations at that time that CoLBC were expecting to permanently relocate to another site. Consequently the City’s negotiations with CRL proceeded on the basis that a green would not be reinstated at Finsbury Circus upon completion of works.
6. The 2009 report set out a number of details relating to the practicality, expense and resources involved in maintaining the bowling green for the benefit of a small section of the community, which was disproportionately expensive. Moving to 2014, further issues arose that needed to be considered;
 - a. The post-Crossrail Cityscape was to be significantly different to that of 10 years ago. The work carried out as part of the City Vision 2050 report highlighted the anticipated increase in the number of City workers over the coming decades. So close to the Eastern City Cluster, it was likely that much of this influx would be concentrated through Moorgate and Liverpool Street, at either end of the new central City Crossrail platform. Consequently pressure on open space was only likely to increase, and so it was essential that any new space retained maximum flexibility whilst

providing a much needed oasis of calm for as wide a section of our community as possible.

- b. The Service Based Review tasked officers with delivering more for less, amplifying the disproportionate cost of maintaining a bowling green which the City was never able to fully recover, and which only benefitted a very narrow section of the community.
 - c. Bowling greens remained very expensive to install (circa £166,000). Whilst an upper limit figure had not been discussed, CRL suggested that any monies not required for the reinstatement of a green could be utilised for an improved Garden landscape.
 - d. Use of the green was largely limited to the latter part of the day, leaving a substantial part of the garden sterile for much of the day and wholly unavailable for wider public use. Strategically, the City strives to maximise the amount of usable public open space and to increase its accessibility.
 - e. It was widely known within the industry, and had been publicised in the National press, that bowls clubs find it increasingly difficult to attract new members.
 - f. Metre for metre, bowling greens are one of the most expensive sports surfaces to maintain.
7. At this time, CRL was pressing for a definitive position on the design parameters for Finsbury Circus, in preparation for their Urban Integration Design document. In December 2014 your Committee considered a report on the reinstatement design for Finsbury Circus. Your Committee resolved to:
- a. Affirm the reinstatement of Finsbury Circus Garden to be laid out for general public access as a high quality garden space and without the introduction of specialist sporting surfaces exclusively aimed at specific user groups.
 - b. Note the Equalities Impact Assessment which indicated that a reinstated garden without specialist sporting surfaces would serve all users rather than any one specific minority sports group.
8. Moving to summer 2016, a representative of CoLBC expressed displeasure at the historic decisions taken by your Committee, and proposed that the reinstated green could be directly managed by the Club much more economically than by the Corporation's City Gardens' team. The Club was therefore invited to submit a proposal in a short and succinct report for consideration in advance of the December meeting of your Committee. This submission was to set out the Club's business case for running the facility, state the currently active membership of the Club, and its activities since the closure of Finsbury Circus six years ago. The submission deadline agreed with the Club was 15 October 2016, and the representative was invited to attend the meeting at which the proposal was to be considered.

Current Position

9. A proposal was received from CoLBC on 17 October 2016. This is attached as Appendix 1. Whilst some interesting points are made, the proposal fails to fully address the following issues:

Maintenance Cost

10. The cost of annual maintenance broken down by task is set out in Appendix 2. There are additional costs outlined in the 2009 report amounting to approximately £22,000, which include horticultural materials, machinery running costs, utilities, maintenance of the club room and staff overtime costs for evening and weekend working. This makes the total cost of running a green and associated facilities approximately £50,000.
11. Appendix 1 shows that some of these costs are disputed by CoLBC. Whilst it is accepted that the facilities would be run differently today (for example, implementing a different working rota to remove the need for overtime), a number of assumptions are factually incorrect. A green does not exist solely at the times at which it is being used for play, but leaf clearance, brushing (to remove dew and worm casts), and chemical treatments all have to take place throughout the relevant time of year in order to prevent the build-up of pest and fungal infections, and to keep the green in a playable condition. The proposal demonstrates a lack of knowledge of green-keeping requirements and thus does not instil confidence that the City's standards would be met and maintained.
12. It is not proposed to pick through the details in Appendix 1 item by item. Suffice it to say that there can be little doubt that the actual maintenance costs for a bowling green would substantially outweigh the income generated from the green (figures also shown in Appendix 2).
13. It is also worth expanding on point 6 (c) above; the compensation payable by CRL to the City is a finite sum and, in accordance with the Crossrail Act, only applies to the area of land taken by CRL as a worksite (i.e. the area within the hoarding). This sum is unlikely to be sufficient for the re-landscaping of the entire garden, and so will need to be spent wisely in order to improve the landscape outside the hoarded area so that the reinstated landscape design reads as a contiguous whole.
14. Officers contacted six bowling clubs across London, thought to have facilities of a similar standard to those that existed at Finsbury Circus, in an attempt to obtain comparable benchmarking costs. Of those six clubs, one reported maintenance costs of approximately £40k per annum, one had closed and, despite repeated follow-up reminders, four did not respond.

Space

15. The area of land taken up by the bowling green and clubhouse equated to 31% of the total garden area. Based on the bowling playing season and opening hours, even this part of the garden was only accessible to paying bowlers for 30% of total garden opening hours each calendar year. For the remainder of visitors it was inaccessible at all times.
16. Strategically, the City strives to maximise the amount of usable public open space and to increase its accessibility. The reinstatement of Finsbury Circus Garden with a landscape that suits a wide range of uses throughout the day, and encourages access for all, strongly supports the following strategic objectives in the City of London Open Space Strategy Supplementary Planning Document.
1. *Maintain and increase public access to existing open space and enhance the quality of these spaces, in terms of both design and management.*
 2. *Increase the amount of high quality public open space in order to maintain the existing City wide ration of 0.06 ha per 1000 week day-time population and focus efforts on creating additional public open space in the east of the City, particularly in the Eastern Cluster and the Aldgate area.*
 3. *Ensure that all open spaces are designed and managed to be safe and accessible to all and, where appropriate, enable opportunities for different activities at different times of the day and year, including as outdoor work spaces.*
 4. *Provide where appropriate, additional play opportunities that are accessible to all in existing and new spaces*
 5. *Ensure that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation*
 9. *Promote the potential contribution open spaces can make to the improved health and well-being of City and wider communities*
17. An alternative way to consider this is, were the City to construct a brand new garden elsewhere in the Square Mile, would a bowling green form part of that new landscape? Given the current financial constraints, it seems highly improbable.

Need

18. Paragraph 6 (e) above refers to the reduction in uptake of bowling countrywide and the repurposing of green space (latest article in Horticulture Week, 30 September 2016, refers). Whilst this alone is not an argument to contribute to that decline by removing another green, user consultation supports the prioritisation of green garden space over specialised sports surfaces.

19. The last City Gardens survey of users and non-users carried out in 2012, captured the in depth views of over one thousand residents, workers and visitors. When respondents were asked to think of ways in which the gardens and churchyards in the City could be improved, 'more sports facilities' was ranked eighth. The top four rankings in order of priority were "more open space" (i.e. increase in amount of); "more nature-attracting"; "more lawn areas"; and "more trees". These results closely mirror those of previous surveys (undertaken approximately every four years).
20. It is also worth noting that there is a bowling facility at Finsbury Square in the London Borough of Islington, just 250 metres north of Finsbury Circus.

Proposal

21. In summary, whilst CoLBC has clearly made an impassioned plea for the reinstatement of a bowling green at Finsbury Circus, its proposal fails to adequately address the fundamental issues outlined in this report. Moreover, it omits altogether the issue of future maintenance of the bowling green and fails to support the Club's assertion that this could be undertaken much more economically by its members than by the City Gardens team.
22. Furthermore, the Finsbury Circus reinstatement project is now at the stage where it needs to make progress through the City's formal projects procedures in order to be ready for implementation when the garden is handed back by CRL in March 2018. Extensive design work has already been undertaken by CRL on the understanding that a green would not form part of the reinstated landscape. A reversal of this decision would lead to further delay and duplicated design costs which, Crossrail may argue, are beyond the scope of the compensation terms.
23. It is therefore proposed that your Committee reaffirms the decision taken at your meeting on 9 December 2014, that Finsbury Circus Garden be laid out for general public access as a high quality garden space and without the introduction of specialist sporting surfaces especially if to be provided exclusively for niche user groups.

Corporate & Strategic Implications

24. As well as supporting a number of key aims in the City of London Open Space Strategy SPD (see paragraph 16 above), this report also supports two of the four key departmental objectives in the Open Spaces Business Plan 2016-19:

OSD2 - *Embed financial sustainability across our activities by delivering identified programmes and projects*

OSD4 - *Improve the health and wellbeing of the community through access to green space and recreation*

Implications

25. Financial Implications – Despite increases being applied to salaries to help keep pace with the cost of living, City Gardens local risk bottom line has reduced by more than £90k over the past 10 years. 2017/18 sees a further reduction of £50k (Service Based Review contribution), and further savings of 2-3% year on year from 2018 are anticipated.
26. Property Implications – If CoLBC returns to Finsbury Circus, the City Corporation would need to provide suitable accommodation for players' facilities, thus potentially significant construction works and with subsequent operating and maintenance cost implications that would impact upon local revenue. Care would then be needed to ensure that CoLBC did not obtain an interest in property that could frustrate the City Corporation's ownership or future management requirements.

Conclusion

27. Although the CoLBC proposal makes an impassioned plea, it fails to address some key issues, such as proposing an alternative model for future maintenance of the green staffed by the Club's 25 active members, or providing evidence-based detail on how future income may be increased in order to offset running costs. It also makes some incorrect assumptions about maintenance requirements.
28. Although a bowling green existed at Finsbury Circus Garden for several decades before the site was acquired by Crossrail, the cost implications of its reinstatement and ongoing maintenance greatly exceed the income it generates making it disproportionately expensive and unsustainable in the long term. Rather than being perceived as a negative move, this is a prime opportunity for the City to gain a modern, fit for purpose green space that encourages greater use by a wider range of visitor groups, and to be seen to be embracing access for all.

Appendices

- Appendix 1 – City of London Bowling Club Proposal
- Appendix 2 – Bowling Green maintenance costs, Income Generation and visitor numbers

Background Papers

Committee Report 7 December 2009 – Finsbury Circus Bowling Green
Committee Report 9 December 2014 – Finsbury Circus Reinstatement Update
Committee Report 10 October 2016 – Finsbury Circus Reinstatement – Issue Report

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CITY OF LONDON BOWLING CLUB

In accordance with the specifically stipulated parameters upon which we have been permitted to submit a written business case (i.e. such proposal not to exceed three sides of A4 in length), please see below on behalf of the City of London Bowling Club, established 1924, which had always been located at Finsbury Circus until being forced to vacate by Crossrail.

We set out below the specific information that the Committee has requested (which is true to the best of the Club's knowledge):

Number of currently active members: 25

The level of activity/participation over the past 6 years (i.e. since vacating the Circus): the members of the Club meet up on a regular basis to either play amongst themselves, play opposing teams, or just to meet up socially. The Finsbury Circus location is key to the continued existence of the Club, as its central location has historically enabled its members, some of whom live close to Finsbury Circus and some of whom live several miles away on the various train links that service the Finsbury Circus area, to easily get to and from the Club. Many of our members have joined other bowling clubs since the Club vacated Finsbury Circus, such other clubs invariably simply being closer to where the relevant member lives or works. In short, the vast majority of our members continue to bowl for other clubs on a regular basis.

Mr. Rodman made clear to Mark Mansell at a meeting at Mr. Mansell's offices on 11 August 2016 that there were two primary reasons why the Committee had decided not to reinstate the bowling green at Finsbury Circus. Those reasons were:

- (i) the cost involved in maintaining the bowling green; and
- (ii) the need to make available more 'green space' for City workers.

For the remainder of this submission, we will seek to show that the Committee made an uninformed decision when deciding not to reinstate the bowling green at Finsbury Circus by reference to (a) the above two factors, and (b) general observations. As the Committee will appreciate, this submission could easily have extended to dozens of pages (which could include letters of support from various sections of society and business).

The cost involved in maintaining the bowling green

The Club disputes the figures provided by Mr. Rodman as to the costs involved in maintain the bowling green. For example, out of a total estimated cost of £50,000 per year, we make the following (non-exhaustive) observations:

- (1) a cost of £6,979.20 per year is attributed to watering the bowling green. Quite frankly, this is absurd. Countless bowling greens across the country install a programmable watering system that comes on automatically. We suggest that the initial outlay of such a system would cost far less than the projected one year's watering cost of £6,979.20, and

then going forward would reduce the annual maintenance costs by approximately £7,000 (or, put another way, approximately 14%);

- (2) a cost of £2,181.00 (saving approximately a further 4% of the projected annual costs) to clear leaves is absurd. The bowling green is not in use when the leaves begin to fall, so there is no need to spend this money/time;
- (3) a cost of £4,187.52 (saving approximately a further 8% of the projected annual costs) to cut slope banks can instantly be removed by making the banks concrete/plastic, so that there is no grass to cut;
- (4) a cost of £1,512.16 for brushing seems absurd, especially given that Mr. Rodman's document states that "The green officially opened for play from 10am, but the majority of play took place at lunchtime and in the evenings (close at 9.30pm height of summer)."
- (5) additional staffing costs of £16,100 seem excessive. The statement that "*throughout the season, the green has to be staffed late into the evening and at weekends to ensure that someone is available to take payments and to monitor usage of the green*" does not ring true. None of our members have ever seen any member of the public paying to play on the weekend. In addition, whenever a member of staff is there late into the evening, they are either also attending to other gardening works – i.e. they do not just sit there, which reduces the need to a certain amount of work to be done at other times. On a conservative estimate, we suggest that the true cost is half of the stated £16,100 amount (saving approximately a further 16% of the projected annual costs);
- (6) our understanding is that in the final year the 'pay-to-play' element raised £14,500 for the Corporation, in addition to the £3,000 paid by the Club. We suggest that with events like Barefoot Bowls, the Corporation could raise several thousand more pounds every year from hiring out the green. All of this cost clearly should be directly applied against the supposed £50,000 per year running costs; and
- (7) the Club would be willing to discuss increasing the annual amount which the Club has historically paid for use of the bowling green. This further off-sets the running costs.

The need to make available more 'green space' for City workers.

The Committee has not considered whether there is any other way to increase 'green space' at Finsbury Circus other than simply not reinstating the bowling green. The bowling green has been at Finsbury Circus for a hundred years and, indeed, is evidently the reason that Finsbury Circus has received so many visitors over the years (as the public love to spend time watching the bowling). The Club and its members find it completely perplexing that the option of reducing the size of the bowling green was not explored in any way (as was admitted by Mr. Rodman when he met with Mr. Mansell).

We suggest that the Committee explores the option of having a 3, 4 or 5-rink bowling green as opposed to the 6-rink bowling green which was previously located at Finsbury Circus. For information, each 'rink' is 18 feet across. Please note that anything smaller than a 5-rink green would mean that you would not be able to turn it around to even out wear of the green through natural usage. Smaller than a 5-rink green would not be ideal, but several clubs do manage with just 3 or 4 rink greens and this could be a compromise at Finsbury Circus.

Obviously any decrease in the total square footage would have an impact upon the costs involved to maintain the green.

Canvas of opinion

We have seen no evidence that relevant groups have been asked their view as to whether the bowling green should be reinstated. We strongly suggest that the Committee undertakes this study as we believe that would be incredibly informative. The Committee and related departments will no doubt be better placed than us to determine exactly what groups should be canvassed for their opinion on this issue, albeit we would suggest that the following groups are consulted:

- (a) residents that in fact live within the City of London;
- (b) workers that work in the immediate area of Finsbury Circus (including all businesses that are located at Finsbury Circus – indeed, I would expect that some of these businesses may be willing to ‘sponsor’ the green in exchange for corporate usage one or two evenings a year);
- (c) commuters that walk from either Liverpool Street or Moorgate stations (e.g. just canvas at the stations for a couple of hours on any work-day);
- (d) Crossrail – as there have been various press articles/television episodes where representatives of Crossrail have definitively stated that the bowling green will in fact be reinstated; and
- (e) the Evening Standard and other similar enterprises.

General comments

The bowling green at Finsbury Circus serves many purposes and could serve many more going forward (and this should be fully explored before making any final decision). The green provides an outdoor sporting activity for all generations, especially those of advancing years who are unable to pursue more energetic activities. Such facilities are extremely limited in the City. Also, the bowling green could be used to introduce school children to the sport. Given its location, we expect that the Committee could easily source details as to whether local schools would be interested in exploring this idea. We note that we are aware of a number of bowling greens that work in partnership with schools in this manner, and such ventures are very successful and mutually beneficial. If possible, the Club could seek to assist in any such project.

The Committee could seek to work with Bigfoot Bowls and similar outfits to encourage use of the green by people of all ages and nationalities. Indeed, Sophie Fernandes (Cllr) has noted that Bigfoot Bowls successfully operates sporadically at Finsbury Square. We suggest that this could be replicated at Finsbury Circus and this would both broaden the appeal/usage of the area and also raise funds for the upkeep of the green and Finsbury Circus in general.

We can genuinely say that we have never seen Finsbury Circus so full that there is no space for additional people. Indeed, the vast majority of the time there is an abundance of space, and we suggest that the reason Finsbury Circus does become very busy from time to time is a combination of good weather and a not insignificant factor being that people come because they enjoy watching the bowls.

In short, we humbly request that full consideration is given to the issues summarized above. The Club is happy to discuss any of these issues at any time and is willing to compromise and work with the Committee, if we are allowed to do so.

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Appendix 2 – Bowling Green maintenance costs vs Income Generation

Table 1: Resource requirements by task per calendar year and associated cost (£)

Task	Frequency	Hours	Hrly salary (2016-2017) TL including on costs	Total
Watering (by hand)	(6/12 months) x 5 x 2 hrs. a day	240	£29.08	£6,979.20
Cutting	(6/12 months) 4.5 hrs. per week	108	£29.08	£3,140.64
Edging	(6/12 months) x 4 x 1.5hrs per week	36	£29.08	£1,046.88
Rolling	(6/12 months) x 1 hr. x per month	6	£29.08	£174.48
Put out and take in delivery mats	(5/12 months) x 3 hrs. per week	63	£29.08	£1,832.04
Slitting	(6/12 months) x 2 hrs. per fortnight	22	£29.08	£639.76
Scarify	12 months x 10hrs per season	10	£29.08	£290.80
Brushing (removing dew)	(6/12 months) x 0.5 hrs. a day	52	£29.08	£1,512.16
Spike (solid tyne)	Once a year x 4hrs	4	£29.08	£116.32
Spike (hollow tyne)	Once a year x 14hrs	14	£29.08	£407.12
Top dress	Once a year x 1 week x 2 staff	70	£29.08	£2,035.60
Spraying	Once a year x 6hrs	6	£29.08	£174.48
Issuing bowls /shoes/tickets/ recording and taking bookings	5/12 x 5 days x 2hrs	43	£29.08	£1,250.44
Clearing leaves	6 months x 3hrs a week	75	£29.08	£2,181.00
Cut bank slopes	12 months x 3 hrs. per week	144	£29.08	£4,187.52
Clean out gullies	5 months x 1hr per week	21	£29.08	£610.68
Remove rubber mats	5 months x 4hrs p/m	20	£29.08	£581.60
Fertilising	5 hrs. x 4 times a year	20	£29.08	£581.60
		954		£27,742.32

Table 2: Income per season 2005/06 to 2009/10 (closure)

2005/06	2006/07	2007/08	2008/09	2009/10
£2,844.00	£3,437.52	£3,250.00	£14,528.63	£17,332.13

Table 3: Number of garden visits per annum (based on people-counters at gates):

2005/06	2006/07	2007/08	2008/09	2009/10
1,245,357	1,384,688	1,092,079*	2,016,365	1,030,637**

*figure skewed by faulty counter at one of the access points

**figure represents 9 months as garden closed ¾ way through year due to Crossrail

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Committee:	Date:
Open Spaces and City Garden West Ham Park Committee	5 December 2016 5 December 2016
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Esther Sumner, Business Manager	

Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces Department has one corporate risk which we expect to remove from the risk register very shortly. The department has previously reported on five departmental risks, but it is now proposed to add an additional risk on Maintaining the City's water bodies. There are eight risks for City Gardens and West Ham Park (Parks and Gardens).

Corporate risk:

CR11 – Hampstead Heath ponds: overtopping leading to dam failure

Departmental risks:

OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public

OSD 002 - Extreme weather

OSD 004 - Poor repair and maintenance of buildings

OSD 005 - Animal, plant and tree diseases

OSD 006 - Impact of housing and/or transport development

OSD 007 – Maintaining the City's water bodies

West Ham Park is a registered charity (charity number 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members of the Open Spaces and City Gardens Committee are asked to:

- Note the risk scoring grid at Appendix 1
- Approve the Departmental risk register outlined in this report and at Appendix. 2
- Note the content of the full divisional risk register at Appendix 3

Members of the Open Spaces and City Gardens Committee and West Ham Park Committee are asked to:

- Approve the Parks and Gardens risk register included within Appendix 3e.

Main Report

1. Background

- 1.1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
- 1.2. The Open Spaces Department manages risk through a number of important processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
- 1.3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.

2. Current Position

- 2.1. Your Committee received a report on departmental and divisional risks in July of this year. This report highlighted a changed approach to "departmental" risks which saw fewer risk reported at the departmental level and reflecting a greater degree of localism in the divisional risk registers. This report and the subsequent reports to the other Open Space Committee de-escalated a number of green risks such that they are no longer reported to Committee.
- 2.2. It was agreed that the Open Spaces and City Gardens Committee will receive the full risk register for the department and all the divisions. West Ham Park Committee and other Management Committees will receive the departmental risks and the divisional risks relevant only to their committee and their charity/ies.

CR11 - Hampstead Heath ponds: overtopping leading to dam failure -page 1, appendix 2

- 2.3. The engineering work for the Ponds Project was completed in October. A revised emergency action plan has been drafted and sent to the emergency response contractor for comment. This risk will be removed following the issue of the emergency action plan.

Summary of Departmental risks

- 2.4. Appendix 2 shows the Departmental risks, including a new risk "Maintaining the City's water bodies". Officers are undertaking a range of actions at a divisional

level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 then provides the detail of the divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

- 2.5. The Management Committees of 'Epping Forest and the Commons' and 'Hampstead Heath, Highgate Woods and Queen's Park' as well as the 'Port Health and Environmental Service's' Committee will receive the relevant divisional risk registers.
- 2.6. **OSD 001 - Ensuring the health and safety of staff, volunteers contractors and public (Current risk amber – downward trend) -page 8, appendix 2**
This describes the risks that exist to all visitors and workers within the various open spaces including staff, volunteers, contractors and the public. Some of these risks may be due to poor understanding, lack of training and/or failure to implement safe systems of work. This could result in injury to workers, volunteers or the public unless dynamic risk assessments and regular audits are undertaken and unsafe working practices identified and stopped. It is anticipated that this risk will move to green.
- 2.7. **OSD 002 – Extreme weather (Current risk: amber – downward trend) -page 9, appendix 2**
With the fluctuations in weather conditions and the potential risks caused by severe wind, prolonged heat and/or heavy rainfall, the impact could cause damage to property and trees, disrupt access and cause sites to be closed. Monitoring systems and emergency plans and procedures are in place. The current risk score recognises the improved monitoring and communication of weather warnings This risk is constantly present and as such the target risk score is the same as the current score as there is little more that can be reasonably done to mitigate the risk.
- 2.8. **OSD 004 – Poor repair and maintenance of buildings (Current Risk: amber – no change) -page 7, appendix 2**
This risk recognises the issues that the Department has experienced in relation to planned and reactive maintenance which has resulted in delays to repairs which have affected service delivery/staff comfort and if ongoing will result in the deterioration of the Department's assets. The department is inputting into the development of the new repairs and maintenance contract specification and now has regular meetings/inspections with City Surveyor's officers. The department is also progressing outcomes of the operational property review. It is anticipated that this risk will reduce to green.
- 2.9. **OSD 005 – Animal, plant and tree diseases (Current risk: red – upward trend) -page 4, appendix 2**
The 'natural' spread of pests and diseases from neighbouring areas and through transfer from infected plants means that the different open spaces are at risk from a wide range of infestations including oak processionary moth, massaria and ash die back. The impact could disrupt service capability and reduce public access to the open spaces. The risk has reduced as staff have been trained and regular monitoring is taking place with specialists brought in where necessary.

Currently, this risk is constantly present and as such the target risk score remains amber although we anticipate the impact may reduce slightly, but there is little more that can be reasonably done to mitigate the risk.

2.10. OSD 006 - Impact of housing and/or transport development (Current risk: red – upwards trend) -page 5, appendix 2

Demand for additional housing and infrastructure improvements is putting pressure on local authority planning authorities to develop on green spaces. The resulting increased populations' means greater visitor numbers to our open spaces which can result in greater ground compaction, increased noise pollution and potential decline in biodiversity. The department will continue to monitor and comment on planning applications and contribute to Authority's planning documents and transport strategies. The risk however is unlikely to drop below amber.

2.11. OSD 007 – Maintaining the City's water bodies (new risk: Red) -page 6, appendix 2

This is a newly articulated departmental risk which reflects that for some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. Some of the risks associated with water bodies are already reflected in OSD EF 004 and OSD TC 006. Together with the City Engineer, each division will need to assess their water bodies and the required actions. It is anticipated that this work will reflect monitoring of dam condition and safety; identifying required works, budgets, project progression; - emergency plans and warning systems as appropriate and issues of ownership and shared ownership

City Gardens and West Ham Park Risk Management

2.12. There are eight risks identified across City Gardens and West Ham Park (Parks and Gardens), all of which are amber. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional only risks are:

- Public Behaviour (OSD P&G 006)
- Finance – SBR Roadmaps (OS P&G 003)
- Major Incident resulting in prolonged 'access denial' (OSD P&G 008)

2.13. The detail of the individual risks is shown in Appendix 2. There are eight amber risks.

3. Corporate & Strategic Implications

3.1. The divisional risk register reflects the Open Spaces Department's four objectives as set out in the departmental business plan:

- a) Protect and conserve the ecology, biodiversity and heritage of our sites
- b) Embed financial stability across our activities by delivering identified programmes and projects
- c) Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
- d) Improving the health and wellbeing of our communities through access to green space and recreation.

- 3.2. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk, supports the City of London's
- Strategic Aim 3: To provide valued services to London and the nation and
 - Key Policy Priority 3: Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.

4. Conclusion

- 4.1. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Divisional Risk Registers:
 - a) Cemetery & Crematorium;
 - b) Epping Forest;
 - c) Hampstead Heath, Highgate Wood & Queen's Park;
 - d) The Commons;
 - e) West Ham Park & City Gardens

Background Papers: Risk Management Report July 2016

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Appendix 1:

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			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	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

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OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 14 November 2016



Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 1 OSD Department of Open Spaces Risk Register 6

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OS11 Hampstead Heath Ponds - overtopping leading to dam failure 05-Feb-2015 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 interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping</p>	 Likelihood Impact	16	<p>The engineering work has been completed. An revised emergency action plan has been drafted and sent to Mitie (emergency response contractor) for comment. The responsibility for emergency response has been passed by from BAM to Mitie.</p> <p>This risk will be removed following the issue of the emergency action plan.</p> <p>A new departmental risk on reservoir management is being developed</p> <p>14 Nov 2016</p>	 Likelihood Impact	8	31-Oct-2016	 Decreased Risk Score

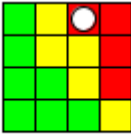
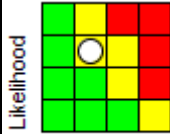

Appendix 2 - Departmental Register Register

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	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	Contract claims are under consideration	Paul Monaghan	09-Nov-2016	31-Oct-2016
CR11 b Agreement of methods of working with utilities	Agreement of methods of working with utilities	Complete	Paul Monaghan	14-Nov-2016	01-Mar-2017
CR11 c Site supervision by H&S and OS to ensure appropriate H&S procedures	Regular review of H&S and working practices - in particular movement of vehicles	Complete	Paul Monaghan	14-Nov-2016	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 as previously	Complete Officers continue to communicate about reinstatement and environmental issues through the project blog and newsletter.	Paul Monaghan	14-Nov-2016	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to	As per planning consent and conditions	Complete	Paul Monaghan	14-Nov-2016	31-Oct-2016

Appendix 2 - Departmental Register Register

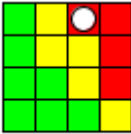
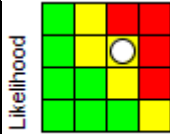

check for nesting birds					
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM	To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints	Complete	Paul Monaghan	14-Nov-2016	31-Oct-2016
CR11 h Resolution of issues with adjoining 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.	Complete The potential to register landowners with the Environment Agency will be explored after the conclusion of the project	Paul Monaghan	14-Nov-2016	31-Jul-2016
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.	Complete The planning authority has approved the designs	Paul Monaghan	14-Nov-2016	31-Jul-2016

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Sue Ireland P	Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth 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	 Likelihood Impact	16	This risk is endemic and needs careful management. The department is currently particularly concerned about the spread of Oak Processionary Moth in and around London (including Hampstead Heath, Queen's Park and Ashted Common) due to the implications for human health. 09 Nov 2016	 Likelihood Impact	6	31-Mar-2019	 Increased Risk Score

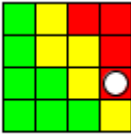
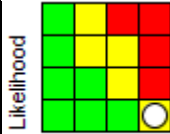

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004				Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2019

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing and/or transport development 10-Mar-2015 Sue Ireland	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 Event: Major development near an open space 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.	 Likelihood Impact	16	Local divisions continue to monitor the impact of development carefully 09 Nov 2016	 Likelihood Impact	12	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 006 d Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers throughout the department continue to monitor this risk on a divisional basis and address planning issues as they appear.		Andy Barnard; Martin Rodman; Paul Thomson	05-Oct-2016	01-Apr-2019

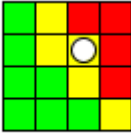
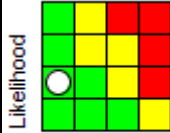

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 25-Oct-2016	The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.	 Likelihood Impact	16	This is a new risk which reflects the department's responsibility for a number of water bodies. Together with the City Engineer, each division will need to assess their water bodies and the required actions. An annual program of inspection by the City's Panel Engineer is in place. 09 Nov 2016	 Likelihood Impact	8		 No change

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006				31-Mar-2017
OSD 007 b Divisional delivery of reservoir safety in conjunction with the City Engineers	Divisional risk and actions will be further developed to deliver reservoir safety considering the following: - Monitoring of dam condition and safety - Identifying required works, budgets, project progression - Emergency plans and warning systems as appropriate - Ownership and shared ownership				31-Mar-2017

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings 10-Mar-2015 Sue Ireland	Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. 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.	 Likelihood	12	Open Spaces continues to meet the City Surveyors regularly to ensure communication and shared understanding of issues. 09 Nov 2016	 Likelihood	2	31-Mar-2019	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 4 e Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002			Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2019

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public 10-Mar-2015 Sue Ireland	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 Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood	6	The annual H&S audit is being arranged. This year, representatives from other departments have been invited to share good practice. 09 Nov 2016	 Likelihood	4	01-Apr-2018	 Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 001 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001				Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2018

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather 10-Mar-2015 Sue Ireland	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.	 Likelihood	6	The City Engineer is arranging an emergency plan test 09 Nov 2016	 Likelihood	6	31-Mar-2019	 Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 2 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Processes for monitoring weather and providing advance warning to the public are now established. Reviews of procedures followed the various winter storms and divisions adapted their approach in light of findings.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	12-Mar-2015	31-Mar-2019

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OSD C&C Detailed Risk report

Report Author: Esther Sumner

Generated on: 16 November 2016



Rows are sorted by Risk Score

Code & Title: OSD CC Cemetery & Crematorium 5




Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 002 Financial failure 18-Aug-2015 Gary Burks	Causes: Reduction in the number of burials, cremations and grave purchases. Increased unexpected expenditure due to building, plant or machinery failure. Charges too high for local market. Unanticipated high recharges. Insufficient burial space, cremators cannot be operated, poor budget monitoring, increased competition from other providers Event: Net agreed budget position not met at year end. Impact: Financial and reputational impact. Reduction in quality of service.	 Likelihood Impact	6	Cremator maintenance is in a better position than previously. Landscaping works at the Shoot are now complete and this will enhance the operating sustainability of the site. Due to the number of burial options available we can offer graves at a reasonable price but must consider the whole life costs to ensure that we are charging correctly 16 Nov 2016	 Likelihood Impact	4	31-Mar-2017	 Increased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note	Due Date
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Appendix 3a - Cemetery & Crematorium Risk Register

				Date	
OSD CC 002 a Burial management	Review undertaken of remaining and additional burial space. Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges Consideration when setting fees and charges with 'whole life' costs. Effective relationships developed with funeral directors. Monitor any significant changes in competition or ownership of nearby crematoria Ongoing	As previously, the 'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 set out current availability and a plan for the next 15 years provision including the new space created by the Shoot and reuse of graves.	Gary Burks	19-Aug-2016	31-Mar-2017
OSD CC 002 b Effective maintenance management	Continue to work with City Surveyors to ensure that planned and preventative maintenance and AWP works for buildings and cremators is effective. Ongoing	Cem & Crem Superintendent continues to work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years. Consideration of options has commenced	Gary Burks	16-Nov-2016	31-Mar-2017
OSD CC 002 c Budget management	Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary	Regular and ongoing budget monitoring continues	Gary Burks	19-Aug-2016	31-Mar-2017

Appendix 3a - Cemetery & Crematorium Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 003 Deterioration of buildings, plant and machinery 19-Aug-2015 Gary Burks	Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	6	As previously, this risk is currently stable as three cremators relined and new analytical panels added so cremators operating well, but little change in relation to Buildings other than front gate which is being repaired. 16 Nov 2016	 Likelihood Impact	3	01-Aug-2017	 No change

Action no, Title, Date,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	Cemetery actions complete - no further updates			Gary Burks	16-Nov-2016	31-Jul-2016
OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents	Actions are ongoing. Superintendent attended Customer Working Group inputting into new BRM tender. BRM tender returns expected shortly			Gary Burks	16-Nov-2016	31-Jul-2017

Appendix 3a - Cemetery & Crematorium Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 009 Systems Failure 01-Jun-2016 Gary Burks	Cause: IT systems including telephony fail Effect: Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site Impact: Burials and cremations may have to be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage	 Likelihood Impact	6	As previously, recent problems with telephony and computer systems did not have a major impact on services because they were managed through use of mobile phones and manual back-up systems. Current and target score to match as a lower target score not able to be achieved until corporate IT becomes more reliable and stable. 16 Nov 2016	 Likelihood Impact	6	31-Mar-2017	 No change

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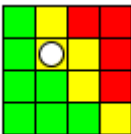
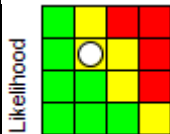
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.	Use of mobile phones and manual systems has been required due to IT issues. IT Business partner escalated issues to 'priority' status due to business impact	Gary Burks	16-Nov-2016	31-Mar-2017

Appendix 3a - Cemetery & Crematorium Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 010 Extreme weather 21-Jun-2016 Gary Burks	Cause: Strong winds causing significant tree damage within the cemetery and crematorium landscape Effect: Roads closed, exclusion of the public, disruption to funerals Impact: Significant cost to division and possible loss of income/ negative publicity	 Likelihood	6 Impact	There is a residual significant risk as we can do little to change the course of nature, but have systems in place and experienced staff to deal with any such incident 16 Nov 2016	 Likelihood	6 Impact	31-Mar-2017	

Action no, Title, Page	Description	Latest Note		Managed By	Latest Note Date	Due Date
P Page 49 OSD CC 010 a and damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications	Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.		Gary Burks	16-Nov-2016	31-Mar-2017

Appendix 3a - Cemetery & Crematorium Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 011 Tree and plant diseases 21-Jun-2016 Gary Burks	Cause: Tree Disease or infestation Effect: Loss of tree stock or exclusion of the public from certain areas of the cemetery Impact: Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Likelihood	6	Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock 16 Nov 2016	 Likelihood	6	31-Mar-2017	

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required	Continued monitoring and surveys should flag up tree disease or infestation in the early stages, at which time advice will be sought action taken			Gary Burks	16-Nov-2016	31-Mar-2017

OSD EF Detailed Risk Report

Report Author: Esther Sumner

Generated on: 18 November 2016



Rows are sorted by Risk Score

Code & Title: OSD EF Epping Forest 14

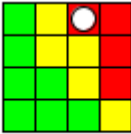
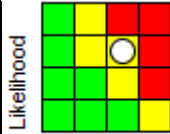

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 002 Decline in Assets condition 19-Aug-2015 Paul Thomson	Causes: Poor maintenance, failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. Impact: Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood Impact	24	No significant change in funding or contract management leaving the risk at the same level. 18 Nov 2016	 Likelihood Impact	12	31-Aug-2017	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 002 a Forest asset register	Creation of a forest hydrological asset register for city surveyors	Completed awaiting decision on responsibilities allocation between city surveyor and open spaces	Geoff Sinclair	18-May-2016	01-Apr-2017
OSD EF 002 b Forest furniture	Database to be created by CS Creation of maintenance plan of all forest furniture and	Staff undertaking Juno PS training.	Martin Newnham;	18-May-2016	01-Apr-2017

Appendix 3b - Epping Forest Risk Register

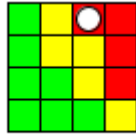
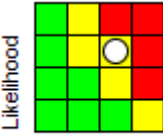

audit and maintenance	then implement actions arising from plan		Geoff Sinclair		
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	New water safety management procedure in place with the assistance of CS	Jo Hurst	18-Nov-2016	26-Mar-2017
OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	11 visits carried out but improvement required on paperwork. Tenanted buildings to be added to the list	Jo Hurst	18-May-2016	01-Apr-2017
OSD EF 002 f AWP	20 year programme of investment and maintenance of all built assets. Review annually.	Funding of AWP is subject to senior level decision	Jo Hurst	18-May-2016	01-Apr-2017
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep of the building.	Building registered	Jeremy Dagley	09-Jun-2016	30-Nov-2016
OSD EF 002 h Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Currently under costed review	Jo Hurst	18-May-2016	31-Jul-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 008 Invasive Non Native Species (INNS) 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNs have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a) Impact: loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	 Likelihood Impact	16	Risk is staying at the same despite works to eradicate SOD at Warren plantation 18 Nov 2016	 Likelihood Impact	12	01-Apr-2017	 No change

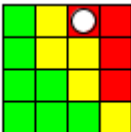
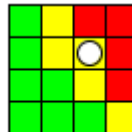

Task no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 008 a Biosecurity training	Biosecurity training for all surveying staff	Training booked for November 24th		Martin Newnham	17-Nov-2016	30-Nov-2016
OSD EF 008 b INNS monitoring	Monitor on a very regular basis and react to issues identified as and when. Ongoing	Deer census complete north of the M25. South M25 ongoing Giant hogweed and Japanese knotweed database between keepers and Environmental stewardship officer has been running for 5 years Addressing floating pennywort and crassula on an ad hoc basis as required.		Jeremy Dagley; Martin Newnham; Geoff Sinclair	19-May-2016	01-Apr-2017
OSD EF 008 c INNS policy	Develop an INNS policy			Jeremy Dagley		01-Apr-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 010 Development Consents close to Forest Land 19-Aug-2015 Paul Thomson	Causes: Lack of suitable protections in EF Acts; Planning Authorities obligations to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing; transport infrastructure or other developments on land affecting Epping Forest. Impact: Change in character to the context and setting of Forest Land. Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network.	 Likelihood	16 Impact	No change in the risk 18 Nov 2016	 Likelihood	12 Impact	31-Mar-2018	 Increased Risk Score

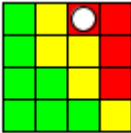
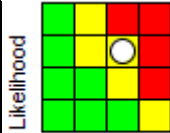

Task no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 010 a Local authorities/Cou nties Local Plans and Core Strategies	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.		Jeremy Dagley		31-Dec-2017
OSD EF 010 b Natura 2000/Special Area of Conservation (SAC)	Agree a joint approach with Natural England and responses to development pressure on SAC		Jeremy Dagley		31-Dec-2016
OSd EF 010 c Forest transport strategy	Negotiate renewal with Essex County Council and extend to cover London Borough's		Jeremy Dagley		31-Mar-2017
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	NGAP removed from their LBE NEEAAP	Jeremy Dagley	29-Jun-2016	31-Mar-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 012 Loss of Forest Land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	Causes: Lack of single definitive reference point for Epping Forest boundaries and accesses. Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. Impact: compromising statutory responsibility through loss of Forest Land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators	 Likelihood Impact	16	No Change 18 Nov 2016	 Likelihood Impact	12	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 012 a Access audit training	Land Officer delivering training on access so that the correct information can be gathered for validation	The training has been undertaken		Sue Rigley	17-Nov-2016	31-Aug-2016
OSD EF 012 b Audit timetable	Establish timetable to undertake sequence of audits	Compartment 1 and 16 are ready for audit Further compartments will follow over the next ten months		Jeremy Dagley; Sue Rigley	26-May-2016	31-Jan-2017
OSD EF 012 c Undertake timetabled audits	Keeper team to undertake audits. this will be cyclical and ongoing			Martin Newnham		31-Dec-2017
OSD EF 012 d Assessment of the audits in partnership with CS and CCS	Work with City Surveyors and Comptrollers and Solicitors department to consider if legal action is required to settle disputes. Ongoing			Sue Rigley		31-Dec-2017

Appendix 3b - Epping Forest Risk Register




Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 016 Financial management and loss of income 18-May-2016 Paul Thomson Page 56	Causes: COL facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition to Basic Payment Scheme (BPS) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit. Event: Reduction deficit funding from the COL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity; especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery. Impact: Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing partnership. Reduction / loss of biodiversity.	 Likelihood Impact	16		 Likelihood Impact	12	31-Oct-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 016 a Basic Payment Scheme	Apply for funding from the RPA - annual process	Yearly application process Potential for fines if do not respect the funding brief. Risk inherent in this European funding if changes to country's position within Europe Reductions of grant in order of 10 - 12% has been made which has been offset by claims from other areas Further regulations and inspections are likely to further constrain the ability to claim on commons available for grazing. Excess entitlements may be sold or transferred	Jeremy Dagley	29-Jun-2016	31-Aug-2016
OSD EF 016 b Business merger for RPA	Complete the merger of EF and The Commons under the single SBI and assess risks of claim area in relation to future inspections	Merger progress approx 60% and inspection risk progress approx 10%	Jeremy Dagley	31-May-2016	31-Mar-2017
OSD EF 016 c	Effective budget management through use of new profiling	Aggregating and refining budgets to improve monitoring	Jo Hurst	31-May-	31-Mar-

Appendix 3b - Epping Forest Risk Register

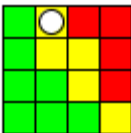


Budget review	information, in-year review/ reallocation in September. Monthly meetings with budget holders. Monthly reporting and monitoring. Ongoing process			2016	2017
OSD EF 016 d SBR savings	Income and expenditure targets across project streams with monthly monitoring and review		Paul Thomson		01-Apr-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 007 Pathogens 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts. Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species Impact: loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood Impact	12	Despite all the work undertaken the risk is staying at the same level 18 Nov 2016	 Likelihood Impact	12	01-Apr-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Initial works arising from the survey have been carried out. The undertaking of the survey and arising actions is an ongoing process.	Geoff Sinclair	29-Jun-2016	01-Apr-2017
OSD EF 007 b Leaves miner moth on horse chestnut	Trial inoculation of infected trees to be undertaken by specialist contractor	Process was not successful	Geoff Sinclair	19-May-2016	30-Jun-2015
OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.	Going forward there will be a link with the Forestry research	Jeremy Dagley	19-May-2016	31-Dec-2016
OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	SOD was found in rhododendron at Warren plantation and has been removed in accordance with Efra instruction. communication for Biosecurity developed for staff and local residents	Jeremy Dagley	17-Nov-2016	01-Apr-2017
OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.	Have discussion and create plan for biosecurity feasibility of implementation	Jeremy Dagley	19-May-2016	30-Nov-2016
OSD EF 007 f Pennywort removal	Removal of Pennywort in Wanstead Park	Perch pond in Wanstead park removal of 40 tonnes in august and monthly herbicide treatment to eradicate.		18-Nov-2016	31-Mar-2017

Appendix 3b - Epping Forest Risk Register

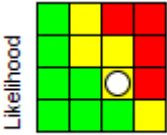
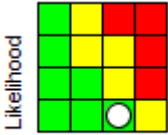

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 19-Aug-2015 Paul Thomson	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers contractors or licensees undertake unsafe working practices Impact: Injury or death of staff, volunteer(s), contractor(s) or licensee(s), volunteer or member of the public. Prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation. Fine from HSE	 Likelihood Impact	8	No changes in the risk. Work is progressing as plan 18 Nov 2016	 Likelihood Impact	4	31-Jul-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD ED 001 d Accident Reporting	Continue to develop a good culture of reporting accidents and incidents and near misses.	Continued use of Santia reporting system is helping to achieve this culture as its easier for staff to report any issues and for continuity of investigations and reports	Jo Hurst	17-May-2016	01-Apr-2017
OSD EF 001 a Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.		Jo Hurst		01-Apr-2017
OSD EF 001 b Biennial review of site health and safety by peer review	Net improvement of standards of H&S following 2013 and 2015 validation visits.	Actions outstanding from peer review as awaiting funding	Jo Hurst	17-May-2016	01-Apr-2017
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Work ongoing to capture departmental wide training standards via consistent RA	Jo Hurst	17-May-2016	01-Apr-2017

Appendix 3b - Epping Forest Risk Register

OSD EF 001 e Heirarchy responsibilities and communication s	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance including attendance and actions.	Paul Thomson	17-May-2016	01-Apr-2017
OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	2 of the licensees are failing to provide documentation		17-May-2016	30-Jun-2017
OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.		Patrick Hegarty		31-Dec-2016

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 004 Raised Reservoirs 19-Aug-2015 Paul Thomson	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 maintain Blue Books, failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Reputational harm. Damage to/loss of habitat and associated rare species. Fines from EA	 Likelihood Impact	8	No changes in the risk but anticipating an increase in case of further delay in the decision making 18 Nov 2016	 Likelihood Impact	4	31-May-2017	 No change

Page 6 of 6

Task no, Title, Date, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Obtained copy of engineers report	Martin Newnham; Geoff Sinclair	18-May-2016	15-May-2017
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	No decision has been made yet	Geoff Sinclair	17-Nov-2016	31-Jan-2017
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	water levels checked weekly and gates released as and when required	Martin Newnham	18-May-2016	30-Apr-2017
OSD EF 004 d Clearance work	LBR maintenance programme implemented - ongoing		Geoff Sinclair		30-Apr-2017
OSD EF 004 e Baldwins Pond and Birch Hall	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Awaiting recategorization of raised reservoirs A to C. Most of EF's are moving to B's	Geoff Sinclair	18-May-2016	30-Apr-2017

Appendix 3b - Epping Forest Risk Register

Park Pond					
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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 011 a Conceptual options plan	Develop, consult and obtain committee approval for conceptual option plan	Draft completed and currently going through stakeholder consultation.	Geoff Sinclair	26-May-2016	30-Nov-2017
OSD EF 011 b Funding for implementation of plan	Identify potential funding / partners and submit bid. Funders may include HLF		Paul Thomson		31-Dec-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 013 Loss of knowledge in skilled staff/Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; Retirements amongst ageing workforce; Remuneration and benefits package increasing uncompetitive for market sector Event: Loss of knowledge and skills. Impact: Extra training needs, difficulty in recruitment or induction of new staff	 Likelihood Impact	8	No change 18 Nov 2016	 Likelihood Impact	4	31-Mar-2017	 No change

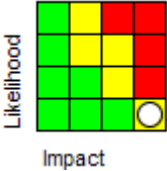
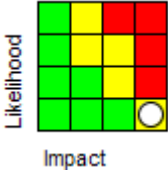

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 013 a Key role assessment actions	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave COL/Open Spaces Review this data annually via PDR's and one to one's Succession plan drawn up by DMT and agreed by Superintendent/HR support for Key roles	Succession planning identified in workplace plan PDR and one to one's used to assess likely loss of key staff Partial plan has been drawn up for some key roles but further work required	Jo Hurst	31-May-2016	31-Mar-2017
OSD EF 013 b Increase process documentation	Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system	A draft document was created by Bertrand Vandermarcq and Martin Newnham	Jo Hurst; Martin Newnham	17-Nov-2016	14-Jan-2017
OSD EF 013 c Appointment cross-over	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR		Jo Hurst		31-Mar-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 014 Major Incident resulting in prolonged ‘Access Denial’ 19-Aug-2015 Paul Thomson	Causes: Pandemic; Human error, mechanical failure or deliberate act of terrorism. Event: Major incident, terrorism,,; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25 Pollution from septic tanks or cattle buildings. Impact: damage to and loss of Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement. Fines from EA for pollution incidents	<div>Likelihood</div> <div>Impact</div>	8	No change 18 Nov 2016	<div>Likelihood</div> <div>Impact</div>	4	30-Nov-2016	↔ No change

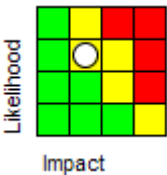
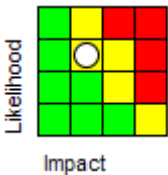

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 014 a Emergency	Review and update emergency plan	Done - end March 2016. Will be reviewed following a years implementation and test.	Martin Newnham	31-May- 2016	01-Apr- 2017
OSD EF 014 b LALO training	Relevant staff undertake LALO training	Training undertaken for all managers and 3 support	Martin Newnham; Geoff Sinclair	17-Nov- 2016	31-Aug- 2016
OSD EF 014 c Bronze/Silver/G old working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training has taken place refer to Valex exercise notes	Martin Newnham	17-Nov- 2016	31-Oct- 2016
OSD EF 014 d VALEX (validation exercise)	Multi disciplinary validation exercise to take place covering a number of topics		Martin Newnham; Bertrand Vandermarcq		30-Nov- 2016

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Causes: Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour Impact: Bad PR, injury to visitors, insurance claims, police exclusion zones, rise in crime rates, illegal occupancy of Forest land. Increase in costs of managing public behaviour		8	No Change despite all the good work from the Forest services team 18 Nov 2016		8	01-Apr-2017	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD E 015 f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action				Martin Newnham		31-Mar-2017
OSD EF 015 b Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's ideally required for all Boroughs. Currently in place for EFDC and LBWF Ongoing until Borough's make submissions for PSPO's / DCO's	LB Redbridge work in progress			Martin Newnham	31-May-2016	31-Mar-2017
OSD EF 015 c Approach to rough sleeping	Multi disciplinary approach with enforcement and outreach team. Protocol in place.				Martin Newnham		31-Mar-2017
OSD EF 015 d Approach to fly tipping	Multi disciplinary approach with enforcement team ISA and sharing enforcement action. CIWM training taking place to ensure EPA prosecution compliance	LBR enforcement team have picked up EF policy as best practice and will be using this to prosecute fly tips			Martin Newnham	31-May-2016	31-Mar-2017
OSD EF 015 e Approach to Anti social behaviour	Multi disciplinary approach required CPN and CPW being explored				Martin Newnham		31-Mar-2017

Appendix 3b - Epping Forest Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 009 Severe Weather Events 19-Aug-2015 Paul Thomson	Causes: Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. Event: Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. Impact: Risk of injury or death to staff, visitors, contractors and volunteers. Loss of habitat/public access and intensification of visitor pressure on other areas of Forest; Damage/loss of rare/fragile habitats and species; Incidents increase demand for staff resources to respond to maintain public and site safety; loss of species, temporary site closures; increased costs for reactive management.		6	Following all the works and training undertaken I believe that the impact is reduced 18 Nov 2016		6	31-Dec-2016	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD EF 009 a Emergency plan	Review and update plan	Will be reviewed following a year implementation and test	Martin Newnham	19-May-2016	31-Dec-2016
OSD EF 009 b Local Authority Liaison Officers	Organise and deliver LALO training to all managers on call rota	All call out Managers and 3 supports have undertaken the training	Martin Newnham; Geoff Sinclair	17-Nov-2016	31-Aug-2016
OSD EF 009 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training undertaken by all silver and gold command with additional presence of 3 Bronze support.	Martin Newnham; Bertrand Vandermarcq	10-Nov-2016	31-Oct-2016
OSD EF 009 d VALEX (Validation Exercise)	Multi disciplinary validation exercise to take place covering a number of topics	The first stage took place on November 16th and 17th which was the major incident exercise which included major emergency partners presentation and updates with throughout both days practical table top exercise involving most managers and team leaders from Epping Forest	Martin Newnham; Bertrand Vandermarcq	17-Nov-2016	30-Nov-2016
OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff	Training of the new protocol has been delivered to admin staff, operation staff and senior forest keepers but is need to cascade this down to all levels. More training needed for Forest keepers and Visitor Services staff.	Geoff Sinclair	19-May-2016	01-Apr-2017

Appendix 3b - Epping Forest Risk Register

OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index	Monitoring that non-email staff receive the information	Jo Hurst	19-May-2016	01-Apr-2017
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OSD NLOS Detailed Risk Report

Report Author: Esther Sumner

Generated on: 17 November 2016



Rows are sorted by Risk Score

Code & Title: OSD NLOS Hampstead Heath, Queens Park & Highgate Wood 9

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 04 Impact of housing and population and transport increase 23-Jun-2016 Bob Warnock	Causes: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning and developments. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: Large houses, buildings or other developments on land affecting Open Spaces. Impact: Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	Likelihood Impact	12	The Waterhouse application had gone to appeal, the department were planning to submit an objection to the West Heath Road development on the grounds of Metropolitan Open Land. Athlone House planning application has been granted and the house will be restored to it's Heath House - Pending 15/12 planning committee. Whitestone Pond House - May go to appeal. 16 Nov 2016	Likelihood Impact	12	31-Mar-2017	

Appendix 3c - Hampstead Heath, Queen's Park & Highgate Wood Risk Register

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	This is on-going and the Division will make representation when appropriate.	Richard Gentry	16-Nov-2016	31-Jan-2017
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the document.	This is ongoing and the Organisation will respond as and when required.	Richard Gentry	13-Nov-2016	31-Jan-2017
OSD NLOS 011 c Planning applications	A consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to planning activities.	The Division continues to monitor local planning issues and will contest planning issues, considering the impact to the Division.	Richard Gentry	16-Nov-2016	31-Mar-2017

Appendix 3c - Hampstead Heath, Queen's Park & Highgate Wood Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers 10-Aug-2015 Bob Warnock	Cause: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional H & S Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. Event: Staff or contractors undertake unsafe working practices Impact: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty	 Likelihood Impact	6	Ponds Project works have been completed which will see a reduction in the number of vehicle movements across the open space. Selected staff are now receiving training - driver awareness. All staff have been required to complete an online driver awareness course. 16 Nov 2016	 Likelihood Impact	2	01-Apr-2017	 No change

Action no, Title	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Audits have been completed. Awaiting outcome of audits locally.	Richard Gentry	13-Nov-2016	31-Dec-2016
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Next Divisional H & S meeting will take place on 14/12/16	Richard Gentry	13-Nov-2016	14-Dec-2016
OSD NLOS 006 c Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas	No incidents reported of ground strikes since the last review date. At H & S meetings, staff to be reminded of Control of Contractor Protocol	Richard Gentry	16-Nov-2016	31-Dec-2016

Appendix 3c - Hampstead Heath, Queen’s Park & Highgate Wood Risk Register

	checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.				
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Appendix 3c - Hampstead Heath, Queen's Park & Highgate Wood Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 008 Maintenance of Divisional buildings and equipment 10-Aug-2015 Bob Warnock	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public building become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.	 Likelihood Impact	6	Regular client liaison meetings continue to take place. Surveyors Dept. are in contact with internal Divisional Stakeholders to discuss planned works. APFM is proactive in developing a positive relationship with internal Divisional Stakeholders. 16 Nov 2016	 Likelihood Impact	4	31-Aug-2017	 Decreased Risk Score

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Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	Asset review by the Surveyors Dept. is on-going.		Richard Gentry	16-Nov-2016	31-Mar-2017
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about BRM and Projects. Regular review process	Client Liaison meetings are taking place. APFM in regular contact with internal Divisional stakeholders.		Richard Gentry	16-Nov-2016	31-Jul-2017

OSD The Commons Detailed Risk Register

Report Author: Esther Sumner

Generated on: 21 November 2016



Rows are sorted by Risk Score

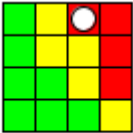
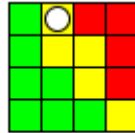

Code & Title: OSD Department of Open Spaces Risk Register 1 OSD TC The Commons 9

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 002 Local Planning Issues 09-Jun-2015 Andy Barnard	Causes: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing or other developments on land affecting the Open Spaces. Impact: Increase in visitor numbers and general recreation pressure. Potential decline in biodiversity due to disturbance and habitat quality. Increased in air, light and noise pollution. Decrease in water availability. Increased hydrological pollution risk. Increased traffic on local road network.	 Likelihood Impact	16	There are two separate strands to this at the moment: planning as listed here and the quarry site operation. In terms of the former the risk is of increasing concern as the local plan is in the production stage; however we are in discussions about methods of mitigation which would reduce the risk. Another couple of months and we will know better. In terms of the quarry this is an increasing concern as the working is physically closer to the Beeches and we do have concerns over dust and hydrology. 21 Nov 2016	 Likelihood Impact	12	31-Mar-2017	 No change

Appendix 3d - The Commons Risk Register

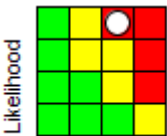
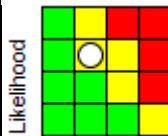
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 002 a Local authorities/Cou nties Local Plans and Core Strategies	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Action is ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Action is ongoing. Continuing monitoring of dust and reviewing regular reports from contractors Reviewing results of hydrology monitoring from quarry operator and chasing when required Currently undertaking 5 yearly review of visitor numbers Received interim report on repeat survey of visitor footfall.	Hadyn Robson	21-Nov-2016	31-Mar-2017

Appendix 3d - The Commons Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 007 Rural Payment Agency Grants 10-Jun-2015 Andy Barnard	Causes: Amendments to EU 'Common Agriculture Policy' legislation/UK interpretation. Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services across the Division. Impact: Reduction or cessation of agricultural/conservation services. Reduction of income direct and indirect. Reduction/loss of biodiversity (legal implications); reductions in recreational access due to reduction/cessation of grazing activities.	Likelihood  Impact	16	Further risk identified. Cessation of existing agreement with RPA concludes 11 months before commencing a new agreement. This will leave a possible funding gap for that period. 21 Nov 2016	Likelihood  Impact	8	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 007 a Monitoring	Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures	Confirm if funding gap to be realised, length and viability of maintaining operations in the interim.		Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 007 b Submissions	Submit forms according to RPA guidance	Ongoing.		Hadyn Robson	21-Nov-2016	31-Mar-2017

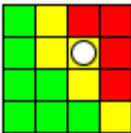
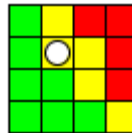

Appendix 3d - The Commons Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 009 Glider operations – Kenley Airfield 18-Nov-2016	Causes: Inadequate security measures, safe operating procedures (SOP) by RAF and Surrey Hills Gliding Club (SHGC) to prevent incursions on to airfield by members of the public during flying operations Event: Public incursion on to active airfield Impact: Death, injury, damage to corporate reputation, site closure, potential loss of HLF funding.	 Likelihood Impact	16	A SOP is inactive. Flying continues in absence. CoL officers have raised the risk with RAF and SHGC. RAF and SHGC have been asked for SOP and have agreed actions to ensure safe operations in place forthwith. Operations to be monitored by CoL until SOP is seen to be effective and maintained as such. 18 Nov 2016	 Likelihood Impact	6	24-Dec-2016	↔ No change

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 009 a H&S Actions agreed between RAF, SHGC and CoL		Actions recorded and circulated to all parties		18-Nov-2016	21-Nov-2016
OSD TC 009 b Staff to note if safe operating procedures are in place and are being observed.		Ongoing.		18-Nov-2016	01-Jan-2017
OSD TC 009 c Report any breaches or non-compliance of safe systems to HSE		As of implementation of SOP.		18-Nov-2016	01-Jan-2017

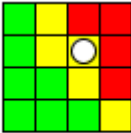
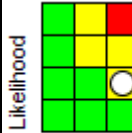

Appendix 3d - The Commons Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 004 Tree Diseases and Other Pests 10-Jun-2015 Andy Barnard	Causes: Inadequate biosecurity, purchase or transfer of infected, plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth and Foot and Mouth Event: Sites become infected by animal, plant or tree diseases Impact: Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood	12	Risk not yet reduced to target as OPM continues to near Ashtead and Burnham Beeches. 21 Nov 2016	 Likelihood	6	31-Mar-2017	 No change

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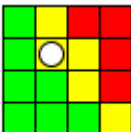
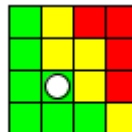

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing.			Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	OPM monitoring programme in place, ongoing.			Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing				21-Nov-2016	31-Mar-2017
OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Biosecurity measures are in place across the Division for staff, volunteers and contractors. Ongoing.			Hadyn Robson	21-Nov-2016	31-Mar-2017

Appendix 3d - The Commons Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 005 Climate and Weather 10-Jun-2015 Andy Barnard	Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be Climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of rare/fragile habitats and species.	 Likelihood	12	Monitoring of Met office weather warnings 21 Nov 2016	 Likelihood	8	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site information/resources shared with emergency services. Plan reviewed annually. Ongoing.	Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	Monitoring continues.	Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue	Hadyn Robson	21-Nov-2016	31-Mar-2017

Appendix 3d - The Commons Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 001 Health and Safety Failure 09-Jun-2015 Andy Barnard	Causes: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of staff, contractor, volunteer or member of the public	 Likelihood	6	H&S audit results are being implemented. Sites are becoming more confident in joined-up procedures. 21 Nov 2016	 Likelihood	4	31-Mar-2017	 Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD TC 001 a Appropriate sourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	Ongoing item.			Hadyn Robson; Andy Thwaites	21-Nov-2016	31-Mar-2017
OSD TC 001 b Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	Ongoing item.			Hadyn Robson	21-Nov-2016	31-Mar-2017
OSD TC 001 c H&S processes	Undertake quarterly reviews of the regular health and safety audits	Ongoing item.			Hadyn Robson	21-Nov-2016	31-Mar-2017

Appendix 3d - The Commons Risk Register

	Ensure risk assessments and safe systems of work are up to date. Ongoing				
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OSD Parks and Gardens (WHP & CG) Detailed Risk Report

Report Author: Esther Sumner

Generated on: 16 November 2016



Rows are sorted by Risk Score

Code & Title: OSD P&G Parks & Gardens 8

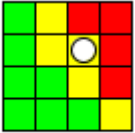
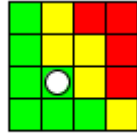

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox; Martin Rodman	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.	 Likelihood	12	Assets inspected regularly by OSD and CSD staff (APFM). Budget set aside when available to undertake supported works 16 Nov 2016	 Likelihood	6	01-Aug-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Improved APFM attendance and diligence at both sections within the division, leading to improved follow-up and actions post reporting, however, there is a reduced service delivery from Mitie following reactive jobs.	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	All residential lodge inspections at West Ham Park completed October 2016	Louisa Allen; Lucy Murphy	15-Nov- 2016	30-Oct- 2017
OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.	Funding of AWP is subject to prioritisation and decision by committee	Martin Rodman	09-Jun- 2016	01-Apr- 2017
OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Document has been revised and is pending final approval.	Martin Rodman	15-Nov- 2016	31-Jul- 2017
OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).	<p>Bunhill Fields now documented and fully compliant.</p> <p>Schedule of statutory memorial checks and visits to be arranged, undertaken across all City Gardens by Diocese complete..</p> <p>20 year programme of investment and maintenance of all memorial assets to be agreed.</p> <p>Review annually.</p> <p>A comprehensive survey of all memorials across City churchyards was completed in Sep 2016</p>	Louisa Allen	15-Nov- 2016	01-Apr- 2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc Event: Sites become infected by plant or tree diseases Impact: Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.	 Likelihood Impact	12	Staff trained in pest & disease identification and alerts issued through departmental forum. Annual monitoring of tree stock in accordance with Tree Safety Policy. Departmental biosecurity policy adopted. 16 Nov 2016	 Likelihood Impact	4	01-Apr-2017	 No change




Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing			Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections for 2016 now complete for West Ham Park			Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing			Martin Rodman	15-Nov-2016	01-Apr-2017
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing			Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Continue to monitor and manage site in accordance with controls stated. 16 Nov 2016	 Likelihood	6	01-Apr-2017	 No change



Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	Aldgate mix of tree species planted.		Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 005 b Emergency plan	Review and update plan	Draft currently under review with planned roll out by Jan 2017		Louisa Allen; Lucy Murphy	15-Nov-2016	31-Dec-2016
OSD P&G 005 c Monitoring of warning systems	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Regular monitoring occurs across the sites		Martin Rodman	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities Impact: Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood	12	Continuing to monitor visitor numbers. Ground renovation works undertaken spring 2016 to alleviate compaction issues and allow ground to recover the worst affected areas. 16 Nov 2016	 Likelihood	6	01-Apr-2017	 No change

Action no, Title, Page no	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 007 Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	LBN planning portal updates received, flagging latest consultations. Close working relationship with Planning colleagues in City.	Louisa Allen; Lucy Murphy; Martin Rodman	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Stella Fox; Martin Rodman	Causes: Pandemic; deliberate act of terrorism. Event: Major incident, terrorism.; evacuation of East London; aircraft crash; failure of underground services. Impact: Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	 Likelihood	8	Local Authority Civil Contingency Plans; Parks & Gardens Emergency Plan 16 Nov 2016	 Likelihood	4	01-Apr-2017	

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD P&G 008 a Emergency Plan	Review and update emergency plan	Undertaken - end autumn 2015. Will be reviewed following a year's implementation and test.			Martin Rodman	09-Jun-2016	31-Dec-2016
OSD P&G 008 b Resilience Forum	Attendance at Resilience Forum and dissemination of learning therefrom.	Superintendent is Departmental representative.			Martin Rodman	09-Jun-2016	01-Apr-2017
OSD P&G 008 c Training	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training undertaken by relevant team members spring/summer 2016 and rolled out through staff meetings. Ongoing action.			Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

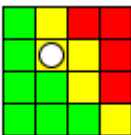
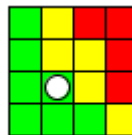

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Impact: Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood Impact	6	Biennial Peer Review of Health (due Nov 2016) Contractor Protocol Introduced (April 2015). Vehicle/driver safety currently being reviewed corporately. 16 Nov 2016	 Likelihood Impact	4	31-Mar-2017	 Decreased Risk Score

Risk no, Title, Creation date, Owner	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Continued use of Santia reporting system is helping to achieve this culture as it is easier for staff to report any issues and for continuity of investigations and reports		Louisa Allen; Patrick Hegarty; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	P&G contractor protocol issued and being rolled out		Louisa Allen; Patrick Hegarty; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 001 c Biennial review of site health and safety by peer review	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Audit recommendations to be implemented over the coming months.		Patrick Hegarty	15-Nov-2016	01-Apr-2017
OSD P&G 001	Staff roles linked to essential and desirable training needs.	Training matrix being developed for West Ham Park and City Gardens		Louisa Allen;	15-Nov-	01-Apr-

Appendix 3e - West Ham Park & City Gardens Risk Register

d Training programme	Continual and annual review		Lucy Murphy	2016	2017
OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance including attendance and actions.	Martin Rodman	09-Jun-2016	01-Apr-2017

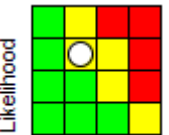


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OSD P&G 003 Finance - SBR Roadmap 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues Event: Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP Impact: Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.	 Likelihood	6	All projects are proceeding according to divisional roadmap. 16/17 savings built into Local Risk Budgets. Further non-roadmap projects identified as security against budget shortfall. 16 Nov 2016	 Likelihood	4	31-Mar-2018	 No change

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Risk no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 003 a Financial management and project planning	Deliver the Programmes and projects that will help achieve SBR savings	SBR projects are currently in line with roadmap timetable i.e. Nursery closed, budget on track for 16/17, project gateway 1/2 completed.	Martin Rodman	15-Nov-2016	31-Mar-2018

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 006 Public Behaviour 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood	6	Regular liaison with police and other bodies to assist with incidents in the area e.g. vandalism, burglaries in local areas and break ins at residential and operational properties on site. 16 Nov 2016	 Likelihood	4	01-Apr-2017	 Decreased Risk Score

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 006 a Conflict Management Training	Staff conflict management training up to date through use of both internal and bought-in expertise	NLOS delivered a series of training courses in how to manage conflict completed in February 2016 and refresher planned for early 2017	Louisa Allen; Lucy Murphy	16-Nov-2016	28-Feb-2017
OSD P&G 006 b Develop and improve joint working	Develop stronger links and become a trusted partner with LBN. New relationships with officers in local authorities need developing	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and and SNT's over recent park issues.	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 006 c Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	'Park guard' patrols Bunhill Fields	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 006 d Approach to Anti-social behaviour	Ensure multi-disciplinary approach in place	Ongoing	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017

Committee	Dated:
Open Spaces Committee – For Information	5 December 2016
Subject: Open Spaces Business Plan – Quarter 2 Update	Public
Report of: Director of Open Spaces	For Information
Report author: Esther Sumner, Open Spaces	

Summary

This report updates Members on the progress to date against the Departmental Business Plan.



These objectives are to be delivered through key actions with milestones and monitored through performance indicators. The department is on track in achieving the various project milestones.

Performance indicators suggest that Tennis has been particularly strong at West Ham Park and Queen's Park following the partnership with the Lawn Tennis Association. The learning programme is also performing well in terms of percentage of participants who report they are "more knowledgeable about the natural history of our open spaces".

Recommendation

- Members are asked to note this report

Main Report

Background

1. The Departmental Business Plan was approved by your Committee on 18 April 2016. The plan was based around the departmental vision which is to preserve and protect our world class green spaces for the benefit of our local communities and the environment and our departmental objectives which are to:
 - a. Protect and conserve the ecology, biodiversity and heritage of our sites
 - b. Embed financial sustainability across our activities by delivering identified programmes and projects
 - c. Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities
 - d. Improve the health and wellbeing of community through access to green space and recreation

Current Position

2. The department is progressing the various milestones identified within the business plan and an update on these is provided at Appendix 1. The key actions over the three year period of the business plan are included first, and then progress against the key actions for 16/17 is presented. Actions are being progressed for each of the objectives. The completion of the Ponds Project at Hampstead Heath, the recommendation for full Museum Accreditation for the View and the development of a new Fleet Policy are of particular note this quarter.
3. A full breakdown of the agreed performance indicators is at Appendix 2. Tennis performance has been particularly strong at West Ham Park and Queen's Park. West Ham Park have already had more bookings so far this year than all of last year. The partnership with the Lawn Tennis Association has introduced a new online booking system – Club Spark as well as investment in courts (9 resurfaced at West Ham Park) and assistance in recruitment of new coaches. Although participation has increased significantly, free sessions have been held as part of the launch of coaching and so revenue will not fully reflect this increase.
4. The football seasons at Epping, Hampstead Heath and Highgate Wood have not yet started. West Ham Park has benefited from some training sessions over the summer and the use of the park by the Guinea & Bissau football league.
5. The learning programme is being well established, and 99% of those surveyed reported that they had gained more knowledge about the natural history of our open spaces following the session. A formal measure is not yet in place for PI 12 (intention to visit with families), but an evaluation consultant has been employed to assist in developing this and other measures.

6. The investigation of Health & Safety accidents is lower than target at 71%. This may reflect the period including August and September which are busy times but also holiday periods. Due to the relatively small number of accidents, the number of late investigations (7) has a significant impact on the figures. The Technical Manager is continuing to work with sites to ensure timely investigations and quality learning.
7. The department is continuing to progress the programmes highlighted within the past two business plans. As Members are aware, the timetable for the Open Spaces Bill has lengthened and this has impacted on other programmes which are reliant on the proposed enabling powers. Generally, the projects are progressing well. Given that a number of projects have now closed down or progressed to "Business As Usual" (car parking, learning, ponds project), officers are starting to give consideration to what projects should be progressed within the next business plan.
8. A full list of the awards for Green Flag and Green Heritage is not yet available as reports are still awaited for Riddlesdown, Ashted Common, Hampstead Heath, Burnham Beeches and Bunhill Fields. The results received thus far have been encouraging – all those sites which we subject to a "mystery shop" rather than a full report have passed and West Ham Park has increased its band from 70-74 to 80+. The City's sites also received a number of London in Bloom awards. The information to date is attached at Appendix 3.

Risk

9. As reported elsewhere on your agenda, it is now proposed for the department to report on six departmental risks:
 - OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public (amber)
 - OSD 002 - Extreme weather (amber)
 - OSD 004 - Poor repair and maintenance of buildings (amber)
 - OSD 005 - Animal, plant and tree diseases (amber)
 - OSD 006 - Impact of housing and/or transport development (amber)
 - OSD 007 – Maintaining the City's water bodies (red – NEW)
10. Each of these risks is further articulated through divisional risks and managed through associated divisional actions.
11. The Department previously has had one corporate risk: CR11 – Hampstead Heath ponds: overtopping leading to dam failure (red). Following the completion of the engineering work in October, this risk will be removed from the corporate risk register subject to the final issue of the revised emergency action plan. A new risk has been drafted on maintaining the City's water bodies which highlights the issues of repairs & maintenance, changing legislation and land ownership. Local divisional risk registers are being developed to reflect the local conditions.

Corporate & Strategic Implications

12. 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.
13. 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.
14. In addition it will deliver the key policy priorities: KPP2, KPP3, KPP4, and KPP5 as defined in the Corporate plan.

Implications

15. As in Quarter 1, Members should be aware that the department is continuing to face uncertainty in respect of the payment of Stewardship Grants both in terms of timescale and payment. Members will be updated as this matter progresses.
16. There are no further implications arising from this report

Health Implications

17. The Open Spaces continue to contribute to health and wellbeing within the City and other boroughs by providing access to green space and opportunities for sports, leisure and creation. The department is also considering how to support healthy food choices through its café tendering.

Conclusion

18. The department has had a good first quarter and is on track to achieve the milestones set for the year.

Appendices

- Appendix 1 – Actions and milestones – full list and Quarter 2 update
- Appendix 2 – Performance Indicators
- Appendix 3 – Awards

Background Papers

Open Spaces Business Plan 2016/17-2019/20

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2016 to 2019 OPEN SPACES BUSINESS PLAN - KEY ACTIONS BY YEAR

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	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	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	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	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	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	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
			Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18		Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	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	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	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	Quality Environment	KPP 4

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Department Values	Link to Corp' Plan
	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"> 	<ul style="list-style-type: none"> Funding secured Embankments works delivered to the required standard within budget 	Conservation Officer	Quality Environment	SA 3
c) Develop a long-term Wanstead Park conceptual options plan	To identify and prioritise opportunities for capital investment and potential changes in management to conserve, and/or restore many aspects of Wanstead Park		<ul style="list-style-type: none"> Conceptual options plan – Autumn 2017 Stakeholder consultation – Autumn 2017 Funding strategy – Autumn 2017 Project consultants engaged – Autumn 2017 Internal improvement works plan implemented – Autumn 2017 	<ul style="list-style-type: none"> Funding obtained - 2019 Hydrological and other monitoring activity established - 2019 Capital and maintenance works plan prepared – 2019 <p>Major capital works tendered and contractors appointed - 2019</p>	<p>Committee approval received at appropriate stages.</p> <p>Direct works programme 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>	<p>EF Operations team</p> <p>Built Environment</p>	Quality Environment	SA3 KPP 3 KPP5
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.		Capital conservation works commence June and finish September 2017.	Project completion - February 2019.	<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>	Quality Inclusion Environment Promotion	SA3 KPP 5
e) Achieve museum accreditation and develop arising opportunities	<p>Submit full Museum Accreditation application to Arts Council England for The View (Epping Forest Collection)</p> <p>Complete collections rationalisation programme</p> <p>Quantify visitor experience aspects of the museums accreditation</p>	Museum Accreditation Submission – end May 2016		Inventory and condition reports completed – March 2019	<p>Achieve museum accreditation status</p> <p>Visitor Attraction Quality Assurance Scheme awarded for The View</p>	<p>FCO: Heritage and Interpretation</p> <p>Head of Visitor Services</p>	Promotion Quality	SA3 KPP 5

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Department Values	Link to Corp' Plan
f) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings	Develop and deliver and 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.	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	Environment People	KPP 2 KPP 4 KPP 5
g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	Alternative use realised for West Ham Park Nursery Lodge Review: Properties confirmed as <ul style="list-style-type: none"> Retain Surplus for letting Surplus for disposal Committee reports for properties identified as surplus for disposal and/or letting	Reports produced for relevant committees. Demolition of redundant toilet block - 2016/17	Reports produced for relevant committees.	Reports produced for relevant committees. City of London Corporation (Open Spaces) Bill approved – 2018/19	Committee approvals granted. CS identify alternate use and properties removed from OS portfolio Additional income generated from surplus properties Additional burial space created	All Superintendents City Surveyors Remembrancers Comptroller & City Solicitors Local Planning Authorities Chamberlains	Environment	KPP 2 KPP 4
h) Actively engage in key corporate procurement opportunities	Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract	Input into BRM Customer Working Group – regular meetings up until July 2017			Input into BRM specification Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces	OS Customer working group reps SLT City Surveyors	Quality People	KPP 2
i) Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators Complete the soft and hard landscaping on the 'Shoot'	Project Gateway submitted – early 2017 for Gateway 1 / 2 Hard landscaping – 2016/17		Options appraisal completed and funding agreed – 2018/19 Procurement process completed, contract awarded and cremators installed 2020/21 Soft landscaping, planting – 2019 Shoot area being used for	New cremators operational Cremators are fully abated	Cem & Crem Superintendent Chamberlains – City Procurement City Surveyors	Quality	SA3 KPP 2 KPP 4
							Environment	KPP 2 KPP4

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Department Values	Link to Corp' Plan
				burials 2020/2021				

Departmental Objective 3: Enrich The Lives Of Londoners By Providing A High Quality And Engaging Educational And Volunteering Opportunities								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Department Values	Link to Corp' Plan
j) Embed the new Learning Programme across the Department	<p>Create, develop and establish the new Learning Team across the Department</p> <p>Deliver the CBT funded programme 'Green Spaces, Learning Places'</p> <p>Develop and implement monitoring and evaluation framework</p> <p>Obtain additional funding to support delivery and development of the Learning Programme</p>	<p>Recruitment completed to vacant posts – June 2016</p> <p>Appoint evaluation consultant to deliver framework - August 2016</p> <p>Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019</p> <p>Develop and implement a fundraising plan - ongoing</p>	<p>Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019</p> <p>Develop and implement a fundraising plan - ongoing</p>	<p>Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019</p> <p>Develop and implement a fundraising plan - ongoing</p>	<p>11,500 people per annum engaged through the programme.</p> <p>Targets achieved for CBT and reported</p> <p>£763k additional / external funding secured</p>	<p>Head of Learning</p> <p>Learning Team</p> <p>RSPB</p> <p>London Youth</p> <p>London Parks and Green Spaces Forum</p> <p>NLOS, EF and WHP</p>	<p>Quality Inclusion Environment Promotion People</p>	<p>SA3</p> <p>KPP 4</p> <p>KPP 5</p>
h) Develop volunteering across our sites	<p>Create and enable increased opportunities for 'supported' and 'unsupported' volunteering to assist in the delivery of our services</p>	<p>New volunteering opportunities developed – ongoing</p> <p>Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.</p>	<p>New volunteering opportunities developed - ongoing</p> <p>Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.</p>	<p>New volunteering opportunities developed - ongoing</p> <p>Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.</p>	<p>Volunteering baseline data captured.</p> <p>Volunteering targets achieved for externally funded schemes: Kenley Common and Learning Programme.</p> <p>Increased use of volunteers particularly at West Ham Park, Cem & Crem</p> <p>Increased number of volunteers establishing themselves as 'stand-alone' groups</p>	<p>Superintendents</p> <p>Learning Team</p> <p>Kenley Project</p>	<p>Inclusion Environment Promotion People</p>	<p>SA 3</p> <p>KPP 5</p>

Departmental Objective 4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Department Values	Link to Corp' Plan
k) Work with partners to create open spaces within the	<p>Installation of a new landscape - Aldgate gyratory</p>	<p>Eastern section - installation of mature trees and landscaping (April to July 2016)</p>	<p>Remaining landscaping - March 2018</p>		<p>Increase of green space to the Eastern quarter of the City</p>	<p>CG Manager</p> <p>Built Environment</p>	<p>Quality Inclusion</p>	<p>SA2</p> <p>KPP 4</p>

Departmental Objective 4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Department Values	Link to Corp' Plan
boundary of the City of London		Western section – tree planting and installation of landscaping January 2017			Improved air quality Increase of biodiversity opportunities Improved pedestrian and cycling facilities			
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016		Cafe concession and landscape constructed and built by December 2018	New Finsbury Circus Garden completed on time and on budget Increase in green space Increase in biodiversity opportunities	CG Manager	Quality Inclusion Promotion People	SA2 SA3 KPP 4
I) 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	Refurbish tennis courts at Queens Park – AWP dependent Embed in-house golf course management - 2016	Capel Road changing rooms refurbishment – Summer 2017		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	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	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	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 Support the implementation of the Wellbeing Strategy and the framework of: Connect, , Be Active, Take Notice, Learn, Give	Departmental learning programme developed – July annually Deliver actions within the Workforce and liP plans - within their identified timelines Establish divisional 'wellbeing champions' – Nov 2016	Departmental learning programme developed – July annually	Departmental learning programme developed – July annually	Appropriately skilled workforce Increasing levels of staff satisfaction and motivation A more equitable workforce Extensive use of the wellbeing training offer, particularly in relation to mental health awareness	SLT HR Business partner HR improvement group Wellbeing officers	People	KPP 2
n) Make more effective use of IT and adopt 'smarter' ways of	Support the implementation of the Corporate Joint Network refresh	Move from Irish Chambers to Guildhall – End 2016			All PC's over 6 years old are replaced	IS Department City Surveyors	People	SA2 KPP 2

Objective: Improve Service Efficiency And Workforce Satisfaction								
Action to deliver objective	Detail	Key Milestones 2016/17	Key Milestones 2017/18	Key Milestones 2018/19 to 2020/21	Measures of Success	Lead & partners	Dept Values	Link to Corp' Plan
working	programme, End User Device Refresh and Ways of Working / Accommodation programme				Agile working practice adopted where appropriate			
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016 Partner with CHL in EPOS procurement – March 2017	Assess and determine opportunity for on-line pitch bookings – 2017 Online bookings for events – 2017 Review online tennis bookings – April 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	People	SA2 KPP 2

Key:

Dept Values = Department Values
 SLT = Open Spaces Senior Leadership Team
 OSPSU = Open Spaces Project Support Unit
 LTA = Lawn Tennis Association
 LA's = Local Authorities
 CHL = Culture, Heritage and Libraries

Comm = Committee
 OSCG = Open Space's and City Gardens Committee
 WHP = West Ham Park Committee
 EFCC = Epping Forest and City Commons Committee
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee
 PH = Port Health and Environmental Services Committee

Action	Detail	Milestone 16/17	Update at Q2
Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites			
a) Continue to develop and implement strategies that direct the management of our open spaces	City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	Update at Q2
b) Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Engineering works completed – Oct 16	Engineering works completed on time (Oct 16)
	Progress delivery of the Burnham Beeches pond embankments project	Consultants engaged to conduct biological survey – 2016/2017 Funding routes identified – 2016/17	Consultants engaged – report awaited No funding currently available. In view of latest low risk assessment, officers are considering removing this project subject to final professional assessment Camera investigation of outflow internals required to assess condition. Additional minor leak to be investigated
Achieve museum accreditation and develop arising opportunities	Submit full Museum Accreditation application to Arts Council England for The View (Epping Forest Collection) Complete collections rationalisation programme Quantify visitor experience aspects of the museums accreditation	Museum Accreditation Submission – end May 2016	Recommendation for accreditation received. Framework for accreditation in place
Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects			

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.	Agreed to submit Highlight Reports bimonthly. The Open Spaces Bill will be heard by the Opposed Bill Committee in November, this has moved back the timescale for this programme. Learning Programme and Car Parks now Business As Usual. Funding Programme has been closed A new procurement and maintenance fleet policy has been agreed. Energy efficiency projects identified for implementation 2017-18
Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	Alternative use realised for West Ham Park Nursery Lodge Review: Properties confirmed as <ul style="list-style-type: none"> • Retain • Surplus for letting • Surplus for disposal Committee reports for properties identified as surplus for disposal and/or letting	Reports produced for relevant committees. Demolition of redundant toilet block - 2016/17	Work towards marketing of surplus properties continues
Actively engage in key corporate procurement opportunities	Active involvement in procurement process for COL's new building, repairs and maintenance (BRM)	Input into BRM Customer Working Group – regular meetings up until July 2017	Department has actively engaged with BRM contract and through the Land Management Category Board.

	contract		
Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	Project Gateway submitted – early 2017 for Gateway 1 / 2	In progress
	Complete the soft and hard landscaping on the 'Shoot' Hard landscaping – 2016/17		Complete
Departmental Objective 3: Enrich The Lives Of Londoners By Providing A High Quality And Engaging Educational And Volunteering Opportunities			
Embed the new Learning Programme across the Department	<p>Create, develop and establish the new Learning Team across the Department</p> <p>Deliver the CBT funded programme 'Green Spaces, Learning Places'</p> <p>Develop and implement monitoring and evaluation framework</p> <p>Obtain additional funding to support delivery and development of the Learning Programme</p>	<p>Recruitment completed to vacant posts – June 2016</p> <p>Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019</p> <p>Appoint evaluation consultant to deliver framework - August 2016</p> <p>Develop and implement a fundraising plan - ongoing</p>	<p>Complete</p> <p>A new approach has been agreed with City Procurement following two unsuccessful tendering rounds</p> <p>In progress</p> <p>Plan developed, delivery is in progress.</p>
Develop volunteering across our sites	Create and enable increased opportunities for 'supported' and 'unsupported' volunteering to assist in the delivery of our services	<p>New volunteering opportunities developed – ongoing</p> <p>Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member</p>	Training was delivered to staff in October to develop their capacity to support volunteering.

		of staff present) – ongoing.	
Departmental Objective 4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation			
Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	<p>Eastern section - installation of mature trees and landscaping (April to July 2016)</p> <p>Western section – tree planting and installation of landscaping January 2017</p>	<p>Most sections complete, although it will be necessary to return to a few sections for further works</p> <p>Maybe subject to delays</p>
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016	Update Q4
Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces	<p>Work with partners to secure long term investment in our sports facilities that encourage our communities to get more active.</p> <p>Develop golf provision at Chingford Golf Course (CGC) through new in-house management</p>	<p>Refurbish tennis courts at Queens Park – AWP dependent</p> <p>Embed in-house golf course management - 2016</p>	<p>Included in AWP</p> <p>In progress – role is being adjusted to include Wanstead Flats</p>
Departmental Objective 5: Improve Service Efficiency And Workforce Satisfaction			
Ensure the health and welfare of our skilled and motivated staff	<p>Deliver our workforce Plan and liP Action Plans</p> <p>Support the implementation of the Wellbeing Strategy and the framework of: Connect, Be Active, Take Notice, Learn, Give</p>	<p>Departmental learning programme developed – July annually</p> <p>Deliver actions within the Workforce and liP plans - within their identified timelines</p> <p>Establish divisional ‘wellbeing champions’ – Nov 2016</p>	<p>Complete</p> <p>In progress</p> <p>Report Q4</p>

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	Date of move TBC
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016 Partner with CHL in EPOS procurement – March 2017	Online golf booking is now live

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PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver 'continuous improvement', twenty four performance indicators have been set.
These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual (annuals)	Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
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	Awaiting final reports					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	11 entries this year. Awaiting final reports					12 Green Heritage Awards		13 Green Heritage Awards	
PI 3	Achieve our Departmental net local risk budget.	Annual at year en	Underspent of £885,000	Original Budget £10,347,000						£9,578,000		£9,578,000	
PI 8	Reduce utility consumption (electric)	Annual	323,951	2.5% reduction on 2015/16 performance						2.5% reduction on 2016/17 performance		2.5% reduction on 2017/18 performance	
PI 8	Reduce utility consumption (gas)	Annual	125,461	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 (white & red diesel)	Annual	6665	% reduction on 2015/16 performance						5% reduction on 2016/17 performance		5% reduction on 2017/18 performance	
PI 9	Reduce fuel consumption (petrol)	Annual	968	% reduction on 2015/16 performance						5% reduction on 2016/17 performance		5% reduction on 2017/18 performance	
PI 9	Reduce fuel consumption (small fuels)	Annual	4356	% reduction on 2015/16 performance						5% reduction on 2016/17 performance		5% reduction on 2017/18 performance	
PI 10	Increase electricity generation	Annual	2450	Two additional buildings generating 50KWH each						A further two additional buildings generating 50KWH each		A further two additional buildings generating 50KWH each	
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%	
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%	Survey in the field					2016/17 performance plus 5%		2017/18 performance plus 5%	
PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Annual	534,728	2015/16 performance plus 10% = 588,201						2016/17 performance plus 10%		2017/18 performance plus 10%	
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Updates every six months. Annual at year end	Feb 15 to Jan 16 = 71%	80%			71%			83%		86%	
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		0.81	0.87			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	2.4 days FTE Working Days Lost per FTE		0.72	0.74			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%	

SPORTS BOARD

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual		April - September		October- March	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 16	Increase the amount of tennis played across our sites.	Update at six months. Annual at year end. Court Hours usage by adults & concessions:	WHP: 1000 adults 500 by concessions.	WHP: increase court hours used by 65% = 2475 hrs			1401 Adults 512 Concess			WHP: increase court hours used by 40% on 2016/17 actual		WHP: increase court hours used by 25% on 2017/18 actual	
			Parliament Hill: 6523 Adults 3799 Concessions	Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899			3,718 Adults 2,733 Conc 591 Unknown			Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Golders Hill Park: Adults 1734 Concessions 914	Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960			1,046 Adults 278 Conc			Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Queens Park: 2960 Adults 785 Concessions	Queens Park: Adults 5% = 3108 Concessions 5% = 824			2,451 Adults 467 Conc 439 Unknown			Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
PI 17	Increase the amount of football played across our sites.	Update at six months. Annual after year end All data is 14/15. For all sites 15/16 data to be added after year end.	WHP = 59 bookings to end of football season.	WHP increase bookings by 10% on 2015/16 actual = 65 bookings			44 bookings (24 training sessions and 20 matches)			WHP increase bookings by 5% on 2016/17 actual		WHP increase bookings by 5% on 2017/18 actual	
			3260 bookings to end of football season.	Epping maintain bookings at 2015/16 level = 3260			Football season starts in October			Epping increase bookings by 2% on 2016/17 actual		Epping increase bookings by 5% on 2017/18 actual	
			Heath Extension = Adult 2 bookings Junior 102 bookings	Heath Extension increase adult bookings by 5% = 2 bookings. Maintain level of junior bookings at 2015/16 actual = 102 bookings			Football season starts in October			Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2016/17 actual		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2017/18 actual	
			Parliament Hill = Adult & concession 15 bookings	Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual = 16 bookings			Football season starts in October			Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual		Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual	
			Highgate Wood = Adult 48 bookings	Highgate Wood increase adult bookings by 5% on 2015/16 actual = 51 bookings			Football season starts in October			Highgate Wood increase adult bookings by 5% on 2016/17 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			8653 rounds			Increase 2016/17 baseline figure by 5%		Increase 2017/18 performance by 5%	

CEMETERY AND CREMATORIUM													
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	April-July	Aug-Nov	Dec-March		2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
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	6.90%	2015/16 performance plus 0.4% = 7.03%		8.20%				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	866	2015/16 performance plus 2.5% = 888		296				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	2519	2015/16 performance plus 1.5% = 2557		816				2016/17 performance plus 1.5%		2017/18 performance plus 1.5%	
PI 7	As a minimum, achieve local risk Cem & Crem inc	Updates every four month. Annual at year end	Add figure at year end	Original Budget (£4,470,000)		Predicting over achievement of income target				(£4,521,000) 16/17 original budget plus £51k SBR saving)		-£4,521,000	

LEARNING PROGRAMME													
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual		April - September		October- March	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
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			99% of those 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			Formal measure not in place			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			56% BME			50% of participants surveyed		55% of participants surveyed	

Awards 2016/17

Green Flags

	Site	Overall band score ¹
1.	Epping Forest	70-74
2.	West Ham Park	80+ (previously 70-74)
3.	Queen's Park	80+ (previously 80+)
4.	West Wickham Common	Pass (previously 70-74)
5.	Riddlesdown	Pass (previously 70-74)
6.	Coulsdon Common	Pass (previously 75-79)
7.	Spring Park	Pass (previously 75-79)
8.	Farthing Downs & New Hill	Pass (previously 75-79)
9.	Kenley Common -	Pass (previously 75-79)
10.	City of London Cemetery and Crematorium	Pass (previously 80+)
11.	Highgate Wood	Pass (previously 80+)
12.	Bunhill Fields Burial Ground	Waiting for report (previously 80+)
13.	Burnham Beeches	Waiting for report (previously 80+)
14.	Hampstead Heath and Golders Hill Park	Waiting for report (previously 80+)
15.	Ashted Common -	Waiting for report (previously 80+)

Green Heritage

	Site	Overall band score
1.	Epping Forest	70-74
2.	Queen's Park	75-79
3.	West Ham Park	80+
4.	City of London Cemetery and Crematorium	Pass
5.	Highgate Wood	Pass
6.	West Wickham Common	Pass
7.	Farthing Downs & New Hill	Pass
8.	Bunhill Fields Burial Ground	Waiting for report
9.	Burnham Beeches	Waiting for report
10.	Ashted Common	Waiting for report
11.	Kenley Common	Waiting for report

Hampstead Heath & Golders Hill Park did not enter this year

London in Bloom Awards achieved at:

Town Category:

- City of London – Gold

Small Park of the Year

- Gold – Beech Gardens, City of London

Large Park of the Year (over 25 acres)

- Gold - Golders Hill Park
- Silver Gilt – West Ham Park
- Gold – Queen's Park (**Silver Gilt last year**)

Churchyards

- Gold and Category Winner – St Olave's Churchyard, Hart Street

The London in Bloom Meadows Award

- Beech Gardens, City of London

¹ Some of the sites were mystery shopped and therefore not banded – the score is pass or fail

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Agenda Item 8

Committee(s)	Dated:
Open Spaces and City Gardens	05/12/2016
Subject: Revenue & Capital Budgets – Open Spaces & City Gardens 2016/17 & 2017/18	Public
Report of: The Chamberlain Director of Open Spaces	For Decision
Report author: Derek Cobbing - Chamberlains	

Summary

This report updates the Committee on its latest approved revenue budget for 2016/17 and seeks your approval for a provisional revenue budget for 2017/18, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Latest Approved Budget	Original Budget	Movement
	2016/17 £000	2017/18 £000	£000
Expenditure	2,967	2,878	(89)
Income	(606)	(744)	(138)
Support Services	(107)	(105)	2
Total Net Expenditure	2,254	2,029	(225)

Overall the provisional Original budget for 2017/18 totals £2.029M, a decrease of £225,000 compared with the latest approved budget for 2016/17. The main reasons for this decrease are due to an increase of £138,000 in income, and a decrease of £89,000 in expenditure (mainly due to the fall-out of the carry forward), a breakdown of which can be found in Table 1.

A breakdown is also provided in Appendix 3 of the movement between the 2016/17 Local Risk Original Budget and the 2016/17 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2017/18 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Gardens which is funded from the City Fund as part of the City Corporation's local authority functions, Bunhill Fields, and the Open Spaces Directorate which co-ordinates the management of the Department and works in co-operation with other Departments on cross service projects and corporative initiatives, both of which are funded through City's Cash.
2. This report sets out the proposed revenue budget for 2017/18. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The key Projects for each Open Space for the next three years were included in the Open Spaces Department Business Plan for 2016-2019 which was approved in April 2016. The activities of the Open Spaces Department reflect our charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Our agreed departmental objectives are:
- a) Protect and conserve the ecology, biodiversity and heritage of our sites
 - b) Embed financial sustainability across our activities by delivering identified programmes and projects
 - c) Enrich the lives of Londoners by providing high quality and engaging, educational and volunteering opportunities
 - d) Improve the health and wellbeing of the community through access to green space and recreation

These high level objectives are being supported by a range of projects and actions, some of which are being delivered within divisions and some of which cross the department. The priorities for City Gardens are:

- Complete soft landscaping of Aldgate public realm enhancement project
- Complete evaluation of design options for Finsbury Circus reinstatement and tender for implementation of preferred option
- Work in partnership with the Diocese and St Paul's Cathedral to prioritise Churchyard Enhancement works, and begin design work on top priorities

The Directorate will be working to support each of the divisions in their priorities through the Open Spaces Programme Support Unit as well as focusing on departmental projects such as a review of departmental policy.

Proposed Revenue Budget for 2017/18

6. The proposed detailed Revenue Budget for 2017/18 is shown in Table 1 analysed between:
- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.

7. The provisional 2017/18 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. An allowance was given towards any potential pay and price increases of 1% in 2017/18, there is a saving of £50,000 from City Gardens as part of the Service Based Review savings, and reductions of £241,000 which were a one-off transfer of resources from other open spaces areas into the Directorate in 2016/17 in relation to the new Learning Programme. The budget has been prepared within the resources allocated to the Director.

It should also be noted that the corporate Building Repairs and Maintenance contract is currently being re-tendered and the new contract will commence on the 1st July 2017. Original estimates for 2017/18 are based on the latest available asset price from the current contractor. Any changes to these budgets arising from the new contract will be reported to Committee in due course.

TABLE 1 CITY GARDENS, BUNHILL FIELDS AND DIRECTORATE SUMMARY – ALL FUNDS						
Analysis of Service Expenditure	Local or Central Risk	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph Reference
EXPENDITURE						
Employees	L	1,642	1,940	1,956	16	
Premises Related Expenses	L	226	243	204	(39)	
Premises Related Expenses	C	18	0	0	0	
R & M (City Surveyor's Local Risk	L	108	280	420	140	10
Transport Related Expenses	L	27	50	50	0	
Supplies & Services	L	277	426	221	(205)	11
Third Party Payments	L	21	28	27	(1)	
Total Expenditure		2,319	2,967	2,878	(89)	
INCOME						
Other Grants, Reimbursements and Contributions – (Section 106/Rechargeable Works/New Learning Programme – Directorate)	L	(93)	(290)	(425)	(135)	12
Other Grants, Reimbursements and Contributions – (Section 106/278)	C	(18)	0	0	0	
Customer, Client Receipts	L	(292)	(316)	(319)	(3)	
Transfer from Reserves (S106 Parking Meter Reserves)	L	(12)	0	0	0	
Total Income		(415)	(606)	(744)	(138)	
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		1,904	2,361	2,134	(227)	
SUPPORT SERVICES						
Central Support and Capital Charges		471	479	492	13	
Recharges within Fund (Directorate Recharges)		(485)	(391)	(400)	(9)	
Recharges Across Funds (Directorate Recharges)		(93)	(85)	(87)	(2)	
Recharges to Finance Committee (Corporate and Democratic Core)		(96)	(110)	(110)	0	
Total Support Services		(203)	(107)	(105)	2	
TOTAL NET EXPENDITURE		1,701	2,254	2,029	(225)	

8. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
9. Overall there is a decrease of £225,000 between the 2016/17 latest approved budget and the 2017/18 original budget. This movement is explained in the following paragraphs.
10. The increase of £140,000 from the 2016/17 Latest Approved Budget to the 2017/18 Original Budget in the City Surveyor is within the additional works programme. The increase is due to the deferral of schemes that require significant lead-in time to later years in the programmes within the Additional Works Programme and projects introduced as part of the Cyclical Works Programme. The original 2017/18 budgets reflect the balances phased from continuing approved live programmes (2015/16 & 2016/17) and the new 2017/18 bids (£12.1m across the Corporate Estate) endorsed by the Corporate Asset Sub Committee in October 2016.

TABLE 2 - CITY SURVEYOR LOCAL RISK		Latest Approved Budget 2016/17 £'000	Original Budget 2017/18 £'000
Repairs and Maintenance			
Additional Works Programme			
Bunhill Fields		149	174
City Gardens		73	179
Directorate		0	9
		222	362
Planned & Reactive Works (Breakdown & Servicing)			
Bunhill Fields		13	13
City Gardens		44	44
Directorate		1	1
		58	58
Total City Surveyor		280	420

11. The decrease of £205,000 in Supplies & Services is mainly due to the fall-out of the agreed £91,000 carry-forward (Carter Lane Refurbishment & Safety repairs to play equipment at Tower Hill Garden), there are also reductions in materials, bulbs, plants and trees at City Gardens, and a further reduction in equipment and Consultants Fees within the new Learning Programme.
12. The £135,000 rise in other grant reimbursements and contributions is due to an increase in income in relation to the Learning Programme.
13. Analysis of the movement in manpower and related staff costs are shown in Table 3 below. The increase in full time equivalents relate to posts in the

Learning Programme starting part way through 2016/17. The estimated costs which show an increase of £16,000 between the 2016/17 Latest Approved Budget and the 2017/18 Original Budget factor-in an allowance of 1% towards any increase in pay, and any incremental rises within pay scales.

Table 3 - Manpower statement	Latest Approved Budget 2016/17		Original Budget 2017/18	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Directorate/Learning Programme	11.67	769	13.00	770
City Gardens/Bunhill Fields	31.35	1,171	31.60	1,186
TOTAL OPEN SPACES & CITY GARDENS COMMITTEE	43.02	1,940	44.60	1,956

Potential Further Budget Developments

14. The provisional nature of the 2017/18 revenue budget recognises that further revisions may be required, including in relation to:

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

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

Revenue Budget 2016/17

15. The 2016/17 latest approved budget includes funding for contribution pay (£6,000) and agreed carry forwards of £91,000 to fund Carter Lane/Postman's Park (£71,000), and Tower Hill Garden (£20,000), it should be noted that a further £10,000 was agreed as a carry forward to fund the 'Alternate ways of Working Programme' but these resources have been allocated to appropriate budgets outside of this Committee. There was a one-off transfer of resources (£45,000) to West Ham Park. Movement of the Local Risk Budgets from the Original 2016/17 budget to the 2016/17 Latest Approved Budget can be found in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

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

Capital & Supplementary Revenue projects - latest estimated costs						
Service Managed	Project	Exp. Pre 01/04/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000	Total £'000
<u>Pre-implementation</u>						
City Gardens	St Botolph's Ball Court	11	19			30
City Gardens	Churchyard enhancement programme		85			85
<u>Authority to start work granted</u>						
City Gardens	St Olave's Churchyard	57	5			62
City Gardens	St Mary at Hill Churchyard S106	26	299	145		470
TOTAL OPEN SPACES & CITY GARDENS		94	408	145	0	647

17. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
18. Improvement of drainage and the enhanced facilities at St Botolph's Ball Court has been delayed due to complex negotiations with the Church.
19. The project at St Olave's Churchyard is substantially complete, with the exception of some outstanding minor lighting works.
20. Work is due to commence at St Mary at Hill Churchyard towards the end of 2016/17 and finish in summer 2017.
21. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2017.

Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2016/17 OR to 2016/17 LAB
- Appendix 4 – Service Based Review Update

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Appendix 1

Analysis by Service Managed	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph(s) Reference
CITY'S CASH					
DIRECTORATE*	0	0	0	0	
LEARNING PROGRAMME	0	199	6	(193)	a)
BUNHILL FIELDS	205	324	349	25	
TOTAL	205	523	355	(168)	
CITY FUND					
CITY GARDENS	1,346	1,563	1,549	(14)	
CITY OPEN SPACES (DIRECTOR OF THE BUILT ENVIRONMENT)	150	168	125	(43)	
TOTAL	1,496	1,731	1,674	(57)	
TOTAL (ALL FUNDS)	1,701	2,254	2,029	(225)	

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

a) The reduction of £193,000 within the Learning Programme is due to expenditure being mostly met by external funding.

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Appendix 2

Support Services & Capital Charges from/to Open Spaces & City Gardens Committee	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph Reference
<u>Support Services</u>					
Central Recharges-					
City Surveyor's Employee Recharge	67	60	60	0	
Admin Buildings	65	68	80	12	
Insurance	11	16	18	2	
I.S.Recharges - Chamberlain	76	84	84	0	
Capital Charges	29	27	33	6	
Support Services-					
Chamberlain (inc CLPS recharges)	145	144	140	(4)	
Comptroller and City Solicitor	0	0	0	0	
Town Clerk	52	54	51	(3)	
City Surveyor	26	26	26	0	
Total Support Services & Capital Charges	471	479	492	13	
<u>Recharges Within Fund</u>					
Directorate Recharges	(470)	(391)	(400)	(9)	
Corporate and Democratic Core	(111)	(110)	(110)	0	
Total Recharges Within Fund	(581)	(501)	(510)	(9)	
Recharges Across Funds					
Directorate Recharges	(93)	(85)	(87)	(2)	
Total recharges Across Funds	(93)	(85)	(87)	(2)	
Total Support Services & Capital Charges	(203)	(107)	(105)	2	

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Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2016-17 £'000	Latest Approved Budget 2016-17 £'000	Movement 2016-17 OR to 2016-17 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	2,029	1,940	(89)	a)
Premises Related Expenses	L	248	243	(5)	
R & M (City Surveyor's Local Risk inc cleaning)	L	535	280	(255)	b)
Transport Related Expenses	L	50	50	0	
Supplies & Services	L	302	426	124	c)
Third Party Payments	L	21	28	7	
INCOME					
Other Grants, Reimbursements and	L	(290)	(290)	0	
Customer, Client Receipts	L	(316)	(316)	0	

- a) The decrease of £89,000 within employees is mainly due to the original estimated costs for the Learning Programme being budgeted at the higher end of the scales as the actual pay for future appointments were not known at that time, plus some appointments were made part-way through the year.
- b) The £255,000 reduction is due to the deferral of schemes that require significant lead-in time to later years in the programmes within the Additional Works Programme and projects introduced as part of the Cyclical Works Programme.
- c) The increase of £124,000 within Supplies & Services is mainly due to agreed carry forwards of £91,000 being applied after the original estimates were set.

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Appendix 4

Service Based Review - Department Open Spaces Budget Reduction Programme

	15/16	16/17	17/18	Total	Budget	RAG	RAG
	£'000	£'000	£'000	£'000		16/17	17/18
Open Spaces & City Gardens							
Directorate	0	45	0	45	Directorate	Delivered	
City Gardens	0	0	50	50	City Gardens		
TOTAL	0	45	50	95			

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Committee(s)	Dated:
Open Spaces & City Gardens	5 December 2016
Subject: Greater London National park City Initiative	Public
Report of: Director of Open Spaces	For Information
Report author: Esther Sumner, Open Spaces	

Summary

There is a proposal to declare London the first “National Park City”. This report draws Members’ attention to this proposal and highlights the need for further information.

Recommendation

Members are asked to note this report

Main Report

Background

1. Members may be aware of the campaign to declare London a “National Park City”. The proposal has been in the process of development and consultation since July 2015. The stated aim is “For Londoners to declare greater London the world’s first National Park City.” It is suggested that a National Park City will help:
 - Ensure 100% of Londoners have free and easy access to high-quality green space
 - Connect 100% of London’s children to nature
 - Make the majority of London physically green
 - Improve London’s air and water quality, year on year
 - Improve the richness, connectivity and biodiversity of London’s habitats
 - Inspire the building of affordable green homes
 - Inspire new business activities
 - Promote London as a Green World City
 - Nurture a shared National Park City identity for Londoners

Current Position

2. Officers have met with organisers of the National Park City campaign and have also attended an event at the Southbank Centre. Although the proposal is mainly positioned in terms of aspiration and inspiration; some more practical matters have started to be solidified, including a draft charter, definition, formation &

structure, potential staffing and indicative costs. Full details are attached at appendix 1 and available at <http://www.nationalparkcity.london/> Officers note the estimate that the Greater London National Park City Partnership will eventually cost upwards of £4million to run, but in the early years approximately £2million.

3. The purpose of the Greater London National Park City Partnership is to:
 - Encourage residents and visitors to better enjoy, understand and care for our National Park City
 - Protect and enhance our urban natural and cultural heritage
 - Foster the wellbeing of our communities
 - Inspire individuals, groups and organisations to share and act towards these aims
4. It is important to note that although the proposal uses the language of “National Parks”, the proposal is outside of the national park legislation and no planning powers are sought. It is essentially a branding exercise seeking to apply ‘national park principles’ to a major city in order to raise awareness of London’s natural environment and promote its protection and use. Advancing this agenda in this way will raise awareness but does not set the proposal in the wider strategic context that is the responsibility of the Mayor of London. Therefore there may be merit in the Mayor considering this proposal as part of the forthcoming review of the London Plan in order that its strategic aims and implications can be assessed against the full range of competing strategic priorities for London.
5. Members may be interested to note that the proposal has been reported in the Green Infrastructure Task force outcome report, *Natural Capital investing in a Green Infrastructure for a fugee London*, who suggest that the Mayor explore how a Green Infrastructure Foundation could be created and operated.

The declaration

6. In order to declare London a National Park City, the campaign is seeking to have at least two thirds of London’s 649 wards, the Mayor of London and the London Assembly make a supporting declaration.
7. The declaration is as follows:

“In recognition of London’s extraordinary, inspirational and distinctive living landscape; its ability to give, support, home and bring joy to life, and the will of Londoners to unlock its awesome natural potential, we declare that Greater London should become the world’s first National Park City.

World renowned for its cultural heritage and a centre of global commerce, it’s also a place where people and wildlife live together. National Park City status celebrates London’s significant natural heritage, recognises its value in supporting and improving the lives of residents and visitors, and affirms that a healthy environment is essential to the prosperity of any city.

The Greater London National Park City exists in recognition of all that has been done and will be done to conserve, enhance and benefit our natural,

cultural and built heritage, and to inspire us all to build a greener, healthier and fairer city.

This Declaration celebrates the extraordinary diversity and interdependence of London's people, communities, places, wildlife, habitats and ideas. It recognises that all residents and visitors have the potential to positively shape the Greater London National Park City, and that it exists to benefit and be enjoyed by all.

This Declaration calls for a Greater London National Park City Partnership to be established, and challenged to inspire and support individuals, groups and organisations to better enjoy, understand and care for our city; to protect and enhance our natural and cultural heritage, and foster the wellbeing of communities.

In recognition of all this, I give my support for Greater London to be declared a National Park City."

Proposal

8. At this stage, Offices are not proposing that Members take a decision on whether to support the proposal. While the proposal is becoming more clearly defined, there remain a number of questions as to how it will be implemented and how it fits into the broader context. This broader context includes the current high level of strategic challenge facing green spaces, particularly: funding, development pressures and questions around green belt. The National Park City could be positive in terms of highlighting the importance and value of green spaces and access to them but how this will operate is not yet clear. Officers are particularly keen to understand how the proposal will contribute and interact with the already congested policy environment for green spaces and with existing strategic and local government structures in Greater London.
9. It is proposed that Members receive this report. Officers will continue to monitor developments and report as appropriate.

Corporate & Strategic Implications

10. The vision of the Open Spaces Department is to preserve and protect our world class green spaces for the benefit of our local communities and the environment. There is potential for the National Park City proposal to be mutually beneficial but further detail is needed.

Implications

11. Further information is required to assess the implications of the proposal and its implementation.

Conclusion

12. The National Park City proposal is articulated in terms of aspiration and inspiration. The Department will seek further information on how it is to be implemented and the broader implications before making recommendations.

Appendices

- Appendix 1 – National Park City Proposal

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National Park City

A proposal to make Greater London the world's first National Park City
Text Only Version

Let's make London the world's first National Park City. A city where people and nature are better connected. A city that is rich with wildlife and every child benefits from exploring, playing and learning outdoors. A city where we all enjoy high-quality green spaces, the air is clean to breathe, it's a pleasure to swim in its rivers and green homes are affordable. Together we can make London a greener, healthier and fairer place to live. Together we can make London a National Park City.

Why not?

Help make it happen

Over the last 18 months, a movement has been growing, drawing together Londoners who want to make our city greener, healthier, fairer and even more beautiful.

Who's involved? All kinds of people – cyclists, scientists, tree climbers, teachers, students, pensioners, unemployed, under-employed, doctors, swimmers, gardeners, artists, walkers, kayakers, activists, wildlife watchers, politicians, children, parents and grandparents.

We are a group of people who believe we have the potential to benefit more from our incredible city and that, in turn, our city has the potential to benefit more from us, too.

Ours is a people's movement, and together we've started something.

In just one year, our initiative has gained support from more than 100 organisations, ranging from small community groups to universities and large companies.

The London Assembly unanimously passed a motion to help us develop our vision. Support has come from Conservative, Green, Liberal Democrats and Labour politicians and four London councils.

This paper follows a major event at Southbank, a public consultation, and has been made possible by a successful crowdfunding campaign backed by 347 individuals and organisations.

What's the aim? For Londoners to declare Greater London the world's first National Park City.

Turning our capital into a National Park City will help:

- Ensure 100% of Londoners have free and easy access to high-quality green space
- Connect 100% of London's children to nature
- Make the majority of London physically green
- Improve London's air and water quality, year on year
- Improve the richness, connectivity and biodiversity of London's habitats
- Inspire the building of affordable green homes
- Inspire new business activities
- Promote London as a Green World City
- Nurture a shared National Park City identity for Londoners

How? The Government is not being asked to designate Greater London as a National Park. By working together to gain the support of at least two thirds of London's London, we believe that we can create something new. A National Park City.

Let's create something new, inspirational and innovative.

National Parks

In the UK, we have 15 unique and inspiring National Parks. These are beautiful and protected areas that include mountains, meadows, moorlands, woods and wetlands, as well as towns and villages. From the meres, tarns and fells of the Lake District, to the tranquility and unpolluted skies of Northumberland, each is valuable and distinctive.

National Parks are dynamic, living landscapes that underpin the local economy and create jobs. They offer opportunities for recreation that improve people's health and wellbeing. National Parks are home to more than 400,000 people and host over 80 million visitors each year. They are extraordinarily important resources, managed for relatively low cost. In 2012 England's National Parks contributed as much to the economy as the UK aerospace sector. Each year they cost each of us just 80p.

The National Park Authorities ensure that our National Parks are valued, enjoyed and protected by working partner organisations, residents and visitors. In England and Wales the Authorities act to:

1. Conserve and enhance natural beauty, wildlife and cultural heritage
2. Promote the understanding and enjoyment of the special qualities of the National Park by the public

When carrying out these purposes, National Park Authorities also have a duty to seek to foster the economic and social well-being of local communities.

Cities

More than 80% of the UK's population live in towns and cities. These urban areas now cover 7% of the UK and 10% of England. Think of urban landscapes and what comes to mind are industrial sites, houses, roads and rail lines. But in reality it is a richly woven tapestry of greens and blues made up of gardens, rivers, parks, woodland, nature reserves, canals, meadows, woodland, allotments, streams and lakes.

Together with our buildings, these green and blue parts of our cities can be made more valuable, wild and diverse than large parts of our countryside. They can be just as outstanding for their outdoor recreation opportunities and are certainly more accessible.

So, why not apply National Park principles to a major city – such as London?

London

London is one of the world's most inspirational, distinctive and iconic cities. Thousands of years of human activity is visible – but London is shaped by its hills, valleys and rivers, too. Boasting four World Heritage Sites, London's urban and built heritage sits alongside its conserved natural landscape. It is home to 8.6 million people as well as more than 8.3 million trees and 13,000 species of wildlife.

Londoners share a very long and proud tradition of protecting and enjoying our natural and cultural heritage. Friends of parks, town planners, the Royal Family, the Corporation of London, the Greater London Authority, conservationists, councils, government departments, developers, builders, charities, campaigners, allotment keepers and generations of millions of gardeners – all continue to contribute to making our capital one of the greenest cities in the world for its size.

London in numbers

1,572 km² in area
47% physically green*
3.8 million gardens
8.6 million people
8.3 million trees
30,000 allotments
3,000 parks
300 farms
50+ canoe clubs
1,000km+ of signed footpaths
850km+ of streams, rivers and canals
13,000 species of wildlife*
2 Special Protection Areas
3 Special Areas of Conservation
4 UNESCO World Heritage Sites
2 National Nature Reserves
37 Sites of Special Scientific Interest
142 Local Nature Reserves
1,400 Sites of Importance for Nature Conservation

Our natural capital

London's landscape is central to our health and prosperity. The quality of the capital's built and natural environment – its green, blue and open spaces – is what makes it one of the world's most desirable cities in which to live, work and invest.

Parks, gardens, woodlands, rivers, allotments, meadows and trees all have a wide range of benefits, many invisible. From helping to enrich children's education and development, to regulating the microclimate of our streets, to attracting the world's best businesses – such features provide valuable 'ecosystem services' that help to power our lives. Though important, budgets do not adequately account for the valuable services provided by this 'natural capital'.

Global design, engineering and environmental company AECOM has contributed to this proposal by calculating the value of different elements of London's ecosystems. It is an emerging and complex field of work. AECOM's research has considered 12 individual green spaces in London and, where possible, the city-wide ecosystem service benefits.

AECOM's research estimates that London benefits from:

£6,500 of air filtration services from Tower Hamlets Cemetery Park each year as its trees remove harmful pollution from the air. Across London, 8.3 million trees deliver around £95 million of air filtration services annually. This is in terms of avoided direct health damage costs only. Air pollution costs the UK economy £20 billion a year.

£10 to £45m of benefits provided by Clapham Common each year, based on an estimate from Lambeth Council that the Common receives around six million visitors per year and estimates of the value per visit. These benefits include recreation, aesthetics, physical and mental health, neighbourhood development, noise regulation and air pollution reduction. Nevertheless, some important and essential services such as the impact of urban greenspace on the reduction of downstream flooding risks are not covered. The values presented here should, therefore, be treated as lower bound estimates.

£2,150 of pollination services by bees to crops in nearby allotments are supported each year by Gillespie Park, a nature reserve in Islington.

£140,500 of climate regulating services are received from Tottenham Cemetery each year. Put simply, its vegetation stores and sequesters carbon dioxide, one of the most abundant gases responsible for climate change. London-wide this value could stand at around £1.96 billion per year.

Last financial year London councils spent £136 million on maintaining green spaces. These budgets are consistently under threat. London Councils, which represents London's 32 boroughs and the City of London, has given a stark warning that an increasing number of these vitally important public assets may be privatised, sold off and could become inaccessible to the public.

The measured value can be significantly increased by making more of our landscape – creating a greater number of high-quality, joined-up and better used green spaces. Making London a National Park City is an extraordinary opportunity to bring individuals and organisations together to re-value our natural capital and in doing so, re-think how we can best invest our time, budgets, thinking and energy to protect and improve our city's greatest assets.

AECOM's ecosystem services valuation note can be viewed at [NationalParkCity.London](https://nationalparkcity.london).

Creating the world's first National Park City

To become a National Park in England, Natural England (the government's adviser for the natural environment in England) must view a landscape as an 'extensive tract of country'. Designation is granted because of its natural beauty and the opportunities it affords for open-air recreation. Account may be taken of its wildlife, cultural heritage and opportunities to promote the understanding and enjoyment of an area's special qualities by the public.

With its distinctive, urban natural and cultural heritage, historic landscape, and many opportunities for outdoor recreation, London meets many requirements for becoming a National Park. It isn't, however, an 'extensive tract of country', in the spirit of existing legislation, nor would it be respectful to our current National Parks to claim that it should be.

However, cities are significant and incredibly important habitats that are full of potential – not least because we live in them.

So, what if we took inspiration from the successes of our National Parks and were to transform Greater London into a National Park

City, a new kind of National Park that sits outside of current legislation?

We've got everything we need

The foundations for London to become a National Park City are already in place. We not only have extraordinary natural heritage, but a strong culture of caring for and enjoying life in our city. A huge amount of activity – some new and innovative, much of it happening for tens and even hundreds of years – is already happening in the capital.

Millions of individuals and thousands of organisations across London take everyday and extraordinary actions to enjoy, enhance and care for the capital's remarkable natural and cultural heritage. From children creating a school wildlife garden, to the hundreds of Friends' groups protecting their parks and other open spaces, to developers recognising the community benefits of creating high-quality green spaces, the capital is alive and vibrant with people wanting to make the city greener, healthier, fairer and even more beautiful and enjoyable.

London has some of the world's best businesses, museums, institutes, universities

and think tanks, many of which specialise in areas of expertise relevant to a National Park City. There are also numerous forums, networks, hubs, societies, associations and partnerships that work to share best practice, lead research, avoid duplication, join up efforts and bring about positive change.

On a policy level, there are numerous innovative policies and programmes being carried out by the UK's forward thinking public sector to improve our cities. Just one example is the Greater London Authority's inspired and informative work on the All London Green Grid, promoting high-quality green and open spaces and their many uses.

London already has a degree of protection for its natural environment. A mosaic of nature reserves, conservation areas, metropolitan land and green belt all have specific ways of controlling what can and cannot happen within them. These measures aren't always effective at protecting valuable places, but they set out a principle.

Many of the aspects of this proposal are not new. But joining them up as an exciting, inspirational, coherent, connected and landscape-scale Greater London National Park City certainly is.

Making a new partnership

There's an incredible amount happening in London, much of it unsung, some of it isolated. Much more can be achieved.

Part of this proposal is to form a Greater London National Park City Partnership. It will uphold the purposes of the National Park City and work towards realising its true potential. It will not have any formal planning powers, but will seek to influence the everyday decisions that people make. This new organisation will add a new layer of opportunity – not bureaucracy – to the capital.

The draft Charter (page 14) will be consulted on during the period leading up to London becoming a National Park City. Its principles will then be set and the rest of this core document will be updated annually. Individuals and organisations will be invited to sign the Charter and become a member of the National Park City Partnership.

The Charter will focus the National Park City Partnership to further elevate, recognise, connect, signpost, share, celebrate and fund what is already happening in London, while working to identify new opportunities, fill gaps, join up, and provide support and advice to those that need it.

A defining quality of the Greater London National Park City will be to stimulate an atmosphere in which millions of people take everyday actions to improve the quality of their lives and enhance the city itself.

Initial aims of the Greater London National Park City Partnership will be to work with others to:

- Ensure 100% of Londoners have free and easy access to high-quality green space
- Connect 100% of London's children to nature
- Make 51% of London physically green
- Improve London's air and water quality, year on year
- Improve the richness, connectivity and biodiversity of London's habitats
- Inspire the building of affordable green homes
- Inspire new business activities
- Promote London as a Green World City
- Nurture a shared National Park City identity for Londoners

The Partnership will achieve these aims by providing a range of support, including:

The Bank of Good Ideas – Recommended practices for improving our city

City Rangers – To share opportunities, offer advice and connect Partnership members

Citizen Rangers – An umbrella scheme for accessing a wide range of volunteering activities

The National Park City Forum – A meeting place to discuss the future of London's spaces

Communications support – Telling stories, celebrating achievements and offering training

Physical and Online Space – To meet, learn, discuss, share, innovate and be inspired

Funding – For small-scale projects

Campaigns – To encourage actions that improve both Londoners' lives and the city

These proposed activities are outlined in more detail within the proposed Charter (page 14).

The Greater London National Park City Partnership will start as a small organisation and then scale up. With a full complement of staff, including representation in all 32 London councils and the City of London, it is estimated that the organisation is likely to eventually cost £4 million a year to run – about the cost of running a medium-sized secondary school. This will be funded entirely through corporate sponsorship, private giving and the provision of services. It is not proposed that London councils or central Government fund the Greater London National Park City Partnership.

One vision to inspire a million projects

It is a large-scale and long-term vision that is achievable through lots of small and everyday actions. Many of these are already happening, but we have the potential to achieve so much more.

“There is a direct connection between the amount of accessible local green space and improved psychological health, increased physical exercise, social contacts, and personal development. As a National Park City, Londoners would benefit from a network of accessible local green spaces, including community parks and gardens, to enjoy the benefits of nature-based activities such as walking, cycling, wild-swimming and gardening, with the emphasis on improved psychological and physical well-being that naturally follows.”
Joanna Wise, Psychologist, Writer, Walk & Talk Psychotherapist and Horticultural Therapist

“Daubeney Fields Forever is part of a vast patchwork of local groups springing up neighbourhood by neighbourhood. Imagine if a National Park City brought us together to create green corridors through our local communities, like nowhere else on earth.” Gerry Tissier, Daubery Fields Forever

“The Peckham Coal Line aims to transform some disused rail land, enlivening a tired part of the city while maintaining meaningful local engagement. The National Park City would be a catalyst for change on a wider scale; not just the individual patches but transformed spaces that link them, too, creating greener and safer commutes and cleaner air, incorporated into the fabric of the built environment.” Jessica Behar, Peckham Coal Line

“Pollinating insects are in decline and a new partnership has been formed to address a B-Line for London aims to link-up important pollinator hot-spots with new or improved green spaces to better support them. A National Park City would reframe London as a landscape where people and nature live side-by-side.” Nic Willett, Making a B-Line for London

“The National Park City can really start to challenge how people view what a park in a city is – the streets and spaces between buildings in London offer a huge opportunity to deliver more and better experiences, environments, economies and habitats for all of London. Businesses can play a meaningful role in delivering this vision – as we’re demonstrating in Bankside.” Valerie Beirne, Bankside Urban Forest Manager

“The National Park City provides an opportunity for London to lead and build a template for green cities. It would draw businesses, funders and authorities together to support communities in building a common vision of a world leading green, biodiverse city with accessible greenspaces for all.” Dominic Hall, Volunteer

“Obesity costs London £900m a year and one in five of the capital's children are overweight. The cost per year from mental health problems is estimated to be £26bn. We need a London that is liveable and that makes us happier and healthier, but this can only be achieved if we have access to green space. National Park City status would remind councils of the importance of public space and encourage Londoners to enjoy and use them.” Kate Conto, Senior Policy Officer, The Ramblers

“Despite the pressures faced created really exciting sustainability opportunities to develop their curriculum, campus and community. There are, for example, approximately 1000 schools a similar number taking part in the TfL Sustainable Transport Award. The National Park City will give children and adults a ‘big picture’ and focus for their efforts.”
Martin Crabbe, Chair of the London Sustainable Schools Forum

“A National Park City could help raise awareness of the benefits of access to nature both within the city and without. It would increase understanding of the importance of high quality and accessible green spaces locally, while also promoting sustainable access to the UK’s 15 National Parks and a real getaway experience.” Chris Todd, Campaign for Better Transport

“The John Muir Award takes its name from the Scots-born ‘founding father’ of the National Parks movement, helping people connect with, enjoy and care for wild places. So we share many of the aims, aspirations and ambitions for a Greater London National Park City. We’d love to work with more Londoners to achieve them.” Rub Bushby, John Muir Award

Public support

85% of Londoners think that making London a National Park City is a good idea and 84% think that it is something London Councils and the Mayor of London should support.

Londoners agree that making London a National Park City would make London a better place to live and visit (85%), benefit children (85%), help to protect and promote parks (88%), and improve Londoners' health (83%).

Political support

Making London a National Park City is 100% possible. The proposition is already receiving support from politicians in each of London's main political parties and at all levels, including local councillors, lead councillors, London Assembly Members, Members of Parliament and mayoral candidates.

Civil service

Recognising that this is a community-led project, Natural England have offered to provide "evidence and advice.. in order to help it to achieve the best value for the environment". The initiative itself is being developed within the GeoVation Hub, Ordnance Survey's innovation hub in London.

These results come from an independent and representative poll of 1,005 Londoners that was organised by Professor Edward Truch of Lancaster University Management School and conducted by Opinium.

A new kind of growth

Over hundreds of years, Londoners have had the foresight to plant trees across the capital. Centuries later we are benefitting from the seeds and saplings that they planted.

While we will all be able to benefit from making Greater London a National Park City, the greatest benefits will probably come decades from now. For a child born today, making London a National Park City could have a profound impact on their schooling, what they do with their family and how they value, enjoy and benefit from London's environment. How could growing up within the National Park City inspire our children in 10, 20, 30 or 40 years' time?

Declare London a National Park City

There is no precedent for creating a National Park City. It hasn't been done before. For such a proposition to work, it needs to have the backing of the people who live in and govern the city.

In the UK, electoral wards are our smallest and most local political areas. Councillors are elected to every ward and local government council. Ward councillors are our most grassroots and accessible political representatives. The principle of this campaign, therefore, is to gain the support of at least two-thirds of London's 649 wards, the Mayor of London and the London Assembly. In doing so, this will provide the legitimacy to transform the capital into an official National Park City.

Across the page is the Declaration of the Greater London National Park City. You, your family, group, ward, council or organisation can help to make London a National Park City by doing these three things:

1. Read the Declaration
2. Visit NationalParkCity.London and declare your support
3. Contact your ward councillors and ask them to declare your ward's support for Greater London to become a National Park City

There are a number of ways you can ask your local community and councillors to declare your ward's support. Write them a letter or email; meet with them; or ask for a motion to be put forward at the next ward forum meeting.

For more information, guidance, and to see which wards have already declared their support, visit NationalParkCity.London.

"In recognition of London's extraordinary, inspirational and distinctive living landscape; its ability to give, support, home and bring joy to life, and the will of Londoners to unlock its awesome natural potential, we declare that Greater London should become the world's first National Park City.

World renowned for its cultural heritage and a centre of global commerce, it's also a place where people and wildlife live together. National Park City status celebrates London's significant natural heritage, recognises its value in supporting and improving the lives of residents and visitors, and affirms that a healthy environment is essential to the prosperity of any city.

The Greater London National Park City exists in recognition of all that has been done and will be done to conserve, enhance and benefit our natural, cultural and built heritage, and to inspire us all to build a greener, healthier and fairer city.

This Declaration celebrates the extraordinary diversity and interdependence of London's people, communities, places, wildlife, habitats and ideas. It recognises that all residents and visitors have the potential to positively shape the Greater London National Park City, and that it exists to benefit and be enjoyed by all.

This Declaration calls for a Greater London National Park City Partnership to be established, and challenged to inspire and support individuals, groups and organisations to better enjoy, understand and care for our city; to protect and enhance our natural and cultural heritage, and foster the wellbeing of communities.

In recognition of all this, I give my support for Greater London to be declared a National Park City."

Support the move to make Greater London the world's first National Park City.

Visit www.NationalParkCity.London and back this Declaration.

London can become a National Park City in three steps:

1. Declare Greater London a National Park City

The Government is not being asked to designate London a National Park City. Londoners are invited to turn this vision into a reality. By working together to gain the support of 434 of London's 649 electoral wards (two-thirds) and the Mayor of London, we will have the legitimate democratic support to officially declare the capital a National Park City.

To help make London a National Park City:

- Read the declaration on the previous page
- Declare your support at NationalParkCity.London
- Recruit the support of your electoral ward

2. Create an organisation

A Greater London National Park City Partnership of individuals, families, groups and organisations will work together to care for the National Park City. The Partnership will be independent of government but will work with government.

It will not have any formal planning powers. The Partnership will only formally come into existence after we have legitimately declared London a National Park City.

To help form the Greater London National Park City Partnership:

- Read our draft Charter
- Respond to our open consultation

3. Launch the Greater London National Park City

Once we have secured an official declaration and established an effective organisation, the Greater London National Park City will be officially launched.

Form a partnership to look after the National Park City

At the point at which Greater London is declared a National Park City – when two-thirds of electoral wards and the Mayor of London are in support – a Greater London National Park City Partnership will be founded. It will aim to catalyse all kinds of nature-related actions – sparking individuals, community groups as well as businesses and government to imaginatively and practically move the city towards what life in a National Park City means.

The National Park City Partnership will add value by highlighting, elevating and supporting much of the incredible work that is already being done across London. It will inspire action and share good practice.

The purposes of the Greater London National Park City Partnership will be to:

- Encourage residents and visitors to better enjoy, understand and care for our National Park City
- Protect and enhance our urban natural and cultural heritage
- Foster the wellbeing of our communities
- Inspire individuals, groups and organisations to share and act towards these aims

The National Park City Partnership status will be a not-for-profit organisation that is limited by guarantee. To be clear, it will not have or seek any formal planning powers, nor will it add new layers of administration. It will focus on supporting Londoners to make a difference wherever they have influence.

The National Park City Partnership will promote a strong belief in the power of learning, design, dialogue and joy to bring about positive changes. People protect what they value and love. While legal powers can be effective at protecting people and places, the power of motivated people to improve their own lives, communities, organisations and habitats can be even stronger.

The National Park City Partnership will be guided by a Charter of principles and values. Based on a vision for Greater London National Park City, it will include strategy, recommended practices and channels for supporting Londoners. While its founding principles and values will be set, the remainder of the Charter will become a document in motion, consulted upon and updated annually, serving as a tool for collaborative creativity and collective organising.

A relatively small staff unit will be responsible for managing and coordinating specific programmes of work. The vast majority of ideas, initiatives and activities will be delivered by members of the Partnership and an extended network of formally, and informally, active groups and individuals.

The first draft of the Greater London National Park City Partnership Charter is outlined below. The Charter will be open for consultation until London is declared a National Park City.

Draft Charter for a Greater London National Park City Partnership

This draft Charter is based on advice from the Institute for Global Prosperity at University College London and the findings of a public consultation. It has been reviewed by members of the Greater London National Park City Initiative's Steering Group and Advisory Board. This same Steering Group and Advisory Board will oversee the consultation process.

Consultation Opens in July 2015 and will remain open until Greater London is declared a National Park City. Please comment on this draft Charter at NationalParkCity.London.

1. A Vision for Greater London

All Londoners can start to contribute to and benefit from this vision today. It is a timely cultural choice, a commitment to a way of life and a sense of place that sustains nature and people.

We share a vision for a city rich in wildlife and where green homes are affordable. A place in which air is safe to breathe, where rivers are safe to swim in, where life thrives and people live richer, healthier and more prosperous lives.

We want to create a London where people and nature are better connected. A city where all children explore, play and learn outdoors both at home and at school, and everybody understands the true value of our natural heritage.

We share a vision of a liveable city: a fairer London where everyone has access to high- quality green spaces, new commons are created

and innovative use of land is nurtured. A city where a cyclist can navigate in safety and a squirrel can cross the park without touching the ground.

Londoners have the power to unlock our capital's extraordinary natural potential and make the city more sustainable, resilient and rich in life. Shared learning, good decision- making and taking action are key to unlocking our capital's extraordinary natural potential.

London is a dynamic city and should conserve its awesome ability to evolve. With increasing numbers of people in the city and more homes needing to be built, its public, green, blue and open spaces will only become more valuable and valued. Design, dialogue and proactive mediation can be used to mitigate conflict and nurture innovation.

We believe that all Londoners should have the opportunity, power and influence to contribute to positively shaping the future of our National Park City,

2. Aims

The National Park City Partnership will aim to:

- Ensure 100% of Londoners have free and easy access to high-quality green space
- Connect 100% of London's children to nature
- Make the majority of London physically green
- Improve London's air and water quality, year on year
- Improve the richness, connectivity and biodiversity of London's habitats
- Inspire the building of affordable green homes
- Inspire new business activities
- Promote London as a Green World City
- Nurture a shared National Park City identity for Londoners

3. Values

The National Park City Partnership, in the way it operates, will be:

Caring

We actively care for our past, present and future, for our landscape, ourselves and all other life within it. We care for and respect each other, and the physical and mental wellbeing of all that live in our city.

Curious

We value the power of curiosity to help us take notice, learn about and appreciate our world.

Creative

No matter what the scale, creativity and design are at the heart of the positive changes we want to see.

Critical

We use evidence to critically consider challenges and opportunities for improving all our lives.

Connected

Our landscape, our ecosystems, our organisations, our lives and our ideas can all be better when connected together.

4. National Park City definition

The International Union for Conservation of Nature (IUCN) global standard for a protected area is:

‘A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values.’

While cities do not fit the current IUCN definition of a protected area, it would be possible for the IUCN to agree a new category that would be fitting. This has the potential to be called an informal or semi-protected area.

A working definition for a National Park City is:

‘A large urban area that is managed and semi-protected through both formal and informal means to enhance the natural capital of its living landscape. A defining feature is the widespread and significant commitment of residents, visitors and decision-makers to allow natural processes to provide a foundation for a better quality of life for wildlife and people.’

A working definition for a National Park City Partnership is:

‘The organisation responsible for inspiring and supporting people and organisations to deliver this commitment.’

London’s landscape is currently partially protected through legal means. The Greater London National Park City Partnership will primarily focus its attention on ‘other effective means’, by supporting learning and civic action.

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5. Formation and structure

The structure of the National Park City Partnership will be based on a flexible network model. It will enable all involved parties, whether existing groups and organisations, volunteers, sponsors or other types of supporters, to work together to make the vision of the National Park City a reality. Set up as a not-for-profit, asset-locked organisation that is Limited by Guarantee, there will be a Board of Trustees supported by a small Executive Team and a network of action-based communities and local organisers. It will be decided through the consultation process whether it should be a charity or not.

Before its launch, individuals, groups and organisations will be invited to become founding members of the National Park City Partnership and will agree its final Charter and Articles of Association. The first drafts of these documents will both be developed through an open consultation with the public, before final drafts are voted on and agreed by the founding members. The National Park City Partnership will be bound and guided by these documents.

The organisation will be accountable to both a Board of Trustees and its members.

The Board of Trustees will be ultimately responsible for the organisation. It will ensure that the organisation is running well and working towards its purposes. It will be the Trustees’ mission to maintain the integrity of the Greater London National Park City.

The Executive Team will be in charge of day-to-day management decisions and the implementation of the organisation's short- and long-term plans. A National Park City Leader will manager the Staff Unit and act as the key liaison between the Trustees and staff, communities of action and the public.

The Staff Unit will be responsible for the management and delivery of the Partnership and its projects. The Unit will eventually include a full complement of City Rangers, as well as supporting communications and administrative staff.

Staff Volunteers will be an extended team of recognised individuals who are volunteering, are embedded within other organisations or have been seconded into the Partnership.

The Advisory Board will be responsible for maintaining the Charter – this document in motion – and its recommended practices. The Advisory Board will maintain the Charter by working closely with the Partnership's Communities of Practice and Communities of Interest. The Advisory Board's meetings will rotate through the capital's geographical areas.

Communities of Practice will be professional networks, each with their own Steering Group. They will exist to share experience, evidence and expertise, and to propose recommended professional practices to the Charter and Advisory Board. Communities of Practice may include networks for health, education, recreation, housing, art, design and more. Existing forums, networks and groups will be able to join relevant Communities of Practice, as well as crosscutting programmes that overlap with other areas of expertise.

Communities of Interest will be more informal and organised by and for amateurs, enthusiasts and volunteers. Organised to overlap with the Communities of Practice, these groups will also make recommendations to the Charter, but will be focused more on the everyday things that Londoners can all do.

6. The Bank of Good Ideas

This Charter will eventually include a wide variety of recommended practices and standards that will be agreed by the National Park City Partnership's signatory members and maintained within the Bank of Good Ideas.

While many of the standards already exist and will be signposted, others may be proposed and developed by members of the National Park City Partnership. The recommended practices will be reviewed and updated on an annual basis. The Charter is therefore iterative.

Individuals and organisations that work to the recommended practices and invest in the Bank of Good Ideas will be recognised for doing so. Organisations that are signatories of the Charter will be able to access awards, networks, influence the Charter itself and – in some cases – unlock funding.

Where possible, the practices will be pegged to appropriate targets that have been set by the Mayor of London, London councils, the NHS, Natural England or other organisations. While these organisations may be working to hit a target from the top down, it is the aspiration that the Greater London National Park City Partnership will be able to encourage action from the bottom up. Increasing tree

cover in the urban forest and replacing concrete drives with sustainable urban drainage systems are just two examples.

Other recommended practices may include parks achieving Green Flag Award Status, schools ensuring all children regularly have quality time outdoors, or residents teaming up to create green corridors where they live.

The recommended practices will act as a guide for individuals and organisations looking for help on how to have a positive influence on the Greater London National Park City.

7. Implementation of the charter

It will be the responsibility of the Greater London National Park City Partnership to uphold the Charter and for the Staff Unit to maintain and implement a management plan for its delivery.

The Greater London National Park City Partnership will implement the Charter by inspiring Londoners through storytelling, campaigns, awards and showcases that celebrate and spread great ideas and achievements. It will help people to learn by giving and signposting advice, sharing current research, linking people to training and creating the space and facilitation for people to learn from each other. Finally, it will help everyone to act by leading on city-wide campaigns, giving funding to projects and piloting a proactive mediation service for communities looking to make better use of their spaces.

The National Park City Partnership will add a new layer of hope and opportunity to the capital.

7.1 Distinctively adding value

The Greater London National Park City is in itself an exciting idea that invites Londoners to dream about what our capital is and what it can become. It opens up an opportunity for a new kind of conversation about what we want our relationship with nature and the environment to be.

It will empower us all by bringing together our many positive but fragmented efforts, enabling each to be more than the sum of its parts. It will build the capacity of bottom-up initiatives and help them to both scale-up and fill in gaps where there is a lack of community action or support.

Over time, the Greater London National Park City Partnership will work to spark imaginations and vastly increase the number of people working to conserve and enjoy our city's remarkable natural and cultural heritage, while also celebrating what is already being done.

7.2 Relationships with other organisations

The Greater London National Park City Partnership will work in collaboration with organisations that share its purposes and aims. It will support, build the capacity of and elevate the effectiveness of groups, organisations and businesses that share its purposes, investing more time in those that need the most support. Wherever possible, the Partnership will use effective knowledge management to join needs, expertise and resources together. Also, it will intentionally bring people from different fields and perspectives together to share, challenge and develop ideas.

The Greater London National Park City Partnership will seek to directly support London councils, the Greater London Authority, the City of London and the Government to achieve targets that are in keeping with its purposes. As an example, the Partnership will seek to support the outstanding work that the Mayor's environment team has done on the All London Green Grid.

It will aspire to be legitimately recognised as the UK's 16th National Park. It is hoped that, despite its alternative heritage, it will be welcomed into Britain's family of National Parks by Natural England and that it will have a seat at National Parks England and National Parks UK meetings. It will seek to rapidly learn from the vast experience of the UK's current protected areas and its expert employees. The Partnership will also promote and educate people about protected areas, using London as an 'urban gateway' into the UK's National Parks and Areas of Outstanding Natural Beauty.

Londoners will always have much to learn from Urban National Parks that already exist in Sweden, Canada and Singapore, as well as experts and organisations around the world. It is vital that the Greater London National Park City Partnership seeks to develop strong international relationships with individuals and organisations if it is to be effective, reflective and respected. It should also be cautiously but optimistically acknowledged that by becoming the world's first National Park City, the approach may spread to other cities and allow the development of a new international network with the aim of improving life in our cities and beyond.

7.3 Channels for inspiration, learning and action

All of the Greater London National Park City Partnership's work will be rooted in inspiring all to learn and take action to better enjoy or improve part of the National Park City.

The greatest changes will take place as a result of millions of additional unrecorded conversations, decisions and actions that would not otherwise take place. This invisible atmosphere of change will be fed through a number of overlapping indirect and direct channels. These plans are ambitious, but the delivery will start small and then expand over a number of years.

Indirect channels of support:

Word of mouth

Everyday conversations in person and on social media will be the strongest channel, as it is the positive, everyday decisions, stories and successes that will bring about the creation of an effective National Park City.

Investment

New kinds of investment will take place in London as hospitality, recreation, technology, environment, financial services and creative industries rethink opportunities in the capital.

Teaching and learning

Teachers at every school in the capital will be supported to teach children about the Greater London National Park City through play and active contributions.

Visitor experiences

A visit to London will be reframed, in order that tourists can begin to think about the capital in new ways. New activities, tours, publications and visitor attractions that celebrate London's natural assets will develop and be promoted.

Media

Being the world's first National Park City will capture the imagination of journalists, artists and filmmakers, inspiring new stories, guides, products and works. Direct channels of support:

Staff - City Rangers Team

City Rangers will be the Partnership's presence on the ground. Primarily, they will be advisors, trainers and facilitators who will have the job of supporting individuals, families, groups and businesses to achieve their National Park City- related goals and actions. City Rangers will organise events and projects that bring people together to enjoy contact with nature, learn, innovate and take action. City Rangers will connect individuals, families, groups and businesses to opportunities, experts and solutions.

The City Ranger team will offer specialist training and advice on related legal matters, fundraising, publicity, standards and accreditation, proactive mediation, evidence-based practice and linking people to opportunities. A pilot 'adoption service' will be trialled, to support people who want to care for and improve neglected private and public spaces.

While some City Rangers will be employees of the National Park City Partnership, many will be volunteers or embedded within partner organisations or local authorities.

Staff – City Forum Team

A conversation about London's future will be facilitated through the City Forum Team. This team will proactively engage local and city-wide communities about National Park City-related issues. It will also pilot a proactive mediation service for communities, businesses and councils negotiating the future of their open and undeveloped spaces.

Staff – Communications and Campaigns Team

Storytelling is a powerful way to bring about change. A dedicated Communications Team will have the responsibility of identifying and communicating relevant challenges, opportunities and success stories that are taking place across the National Park City. It will ensure effective internal communications, while also working to grow and support the 'indirect channels' that will further raise awareness of the National Park City. The Communications Team will also monitor and provide awards for good practice and achievements.

Volunteers – Citizen Rangers

Inspired the success of the London 2012 Games Makers, a Citizen Rangers programme will invite Londoners to be actively involved with (and recognised for) volunteering to make London a greater National Park City. The Citizen Rangers will work with charities and groups that are already taking action across the city, but this programme will grow the number of volunteers invested in the environment, signpost opportunities and celebrate successes.

Space – National Park City Rooms

Permanent, pop-up and mobile spaces ('Rooms') will be created to signpost opportunities, host public events, share best practice, nurture dialogue, offer work and exhibition space to localised initiatives, promote active and sustainable lifestyles and support National Park City projects. The Rooms will also educate people about protected areas across the UK, including nature reserves, Areas of Outstanding Natural Beauty and the wider family of National Parks.

It is our aspiration to float a flagship space, The Green House, on the River Thames. Physically green with life, powered by green energy and built using green techniques, The Green House would provide a valuable space to meet while also acting as visitor centre, promoting opportunities across the whole of Greater London and supporting anyone who wants to explore the capital.

The Greater London National Park City is a big place, so the Partnership will aspire to trial mobile green hubs that will be moved around to promote the National Park City. A potential set up could involve purchase of four convertible containers that could be parked in different neighbourhoods and moved on a monthly basis.

Online – National Park City Platform

An online platform will have the responsibility of promoting the National Park City to visitors and connecting Londoners to opportunities, great practice and each other.

Brand, Arts and Signage

A cross-London programme of artwork and performances in collaboration with artist providers across the city will be used to narrate the history of the National Park City and promote it among broader audiences. In a more formal way, organisations will be encouraged to use the National Park City brand on signage and in other physical ways through the urban landscape.

Funding

The National Park City Partnership will establish and manage a Natural Capital Fund that is capable of funding or financing projects that share its aims. The Fund will be capitalised with financial philanthropic donations and endowments from the private sector. It will also work as a mechanism to support associational philanthropy, linking initiatives to funders.

8. Programmes of work

The Greater London National Park City will eventually have five cross-cutting thematic programmes of work, each with its own public facing campaign that is inspired by the New Economics Foundation's 'Five Ways to Wellbeing', a set of evidence-based actions that promote people's wellbeing. These will be for people, groups, organisations and places to Connect, Keep learning, Be active, Take notice and Give.

For each theme, the Communities of Practice and Communities of Interest will be asked to identify (and deposit in the Bank of Good Ideas) actions that people can take that will improve their wellbeing and/or the National Park City. Where possible, these will be actions that relate to measurable outcomes and targets.

This work will result in a list of achievable actions that anyone can take and will have relevance to both residents and visitors to London. Often, these will be evidence-based, target-driven actions with outcomes that can be assessed.

In some cases, however, the achievable actions chosen may be based on funding made available by sponsors. For example, an insurance company may wish to reduce flood risk within a certain area and therefore would like a community to improve its sustainable urban drainage. The National Park City Partnership may then work with local organisations, families and businesses to achieve this goal.

The National Park City Partnership will carry out the programmes by coordinating and investing in city-wide and long-term campaigns that heighten public awareness of specific opportunities to improve personal wellbeing or the fabric of the city. These campaigns will be supported by the full range of the Partnership's channels for inspiration, learning and action.

Examples of campaign actions include planting wildflowers to educate children (contributing to pollination corridors), planting a tree in remembrance (improving urban resilience) or walking to work instead of driving for fitness (and improving London's air quality).

9. Growth strategy

The final shape and direction of the Greater London National Park City Partnership will be determined by the contents of the agreed first edition of this Charter. From this Charter the Trustees and Chief Executive Officer will agree a strategy and management for its delivery.

The Greater London National Park City Partnership will start as a small and lean organisation. It is proposed that it focuses at first on nurturing the growth of its community, encouraging intellectual investments in the Bank of Good Ideas, growing its team of City Rangers and ensuring that it has a strong Communications Team. Over time, it will then scale up, bolting on new facilities and programmes of work.

10. Cost

It is estimated that the Greater London National Park City Partnership will eventually cost upwards of £4 million a year to run, which is comparable to grants given to individual UK National Parks by central government. This cost equates to less than 7p per person in the country. To put this into context, this is roughly the cost of running a medium-sized secondary school. In its early years, the Greater London National Park City Partnership will cost approximately £2 million a year, which will be split evenly between staffing and project costs. This is equivalent to 23p per London resident.

11. Income

The Greater London National Park City Partnership will not ask for core funding from central government's general taxation or London council budgets.

The Greater London National Park City Partnership will be funded through private and corporate giving, and selling services including sponsorship and campaign delivery to companies. These will include services that will be of interest to horticulture, recreation, insurance and hospitality companies, all of which have a direct interest in the success of the National Park City. Examples of services include inspiring Londoners to remove paving in front gardens in favour of planting flowers or supporting more tourists to explore beyond central London.

12. Consultation

This Charter is an iterative document that, with the exception of its founding principles, will be perpetually consulted on, improved and updated. It will always be open to improvement, and it will be the responsibility of its consultees, authors and voters to ensure that it is the very best that it can be for London's residents and visitors.

This first Charter will be open for consultation until Greater London is declared a National Park City and will take the form of both an online survey and events.

13. Our pathway

1. Engage London's public – through this paper, social media, events and word of mouth.
2. Campaign with public support for 434 out of 649 wards and the Mayor of London, to declare their support for London to become a National Park City.
3. The Declaration signatory threshold is crossed and London is nearly ready to become National Park City.
4. The first Charter of the Greater London National Park City is published.
5. The Charter is signed by individuals and organisations.
6. The Greater London National Park City Partnership is formed.
7. Trustees are appointed.
8. A Staff Unit is appointed.
9. Launch the Greater London National Park City.
10. Start to make, feel and enjoy the benefits of being a National Park City.

14. Get involved

Individual or organisation, share your intent to become a founding member of the Greater London National Park City Partnership by visiting NationalParkCity.London

We know that this Charter can be improved. Tell us how by responding to the consultation at NationalParkCity.London.

Thank you to everyone who has read, shared and helped to create this proposal.

Written by Daniel Raven-Ellison with help from Rob Bushby, Catherine Prisk, Ben Smith, Judy Ling Wong CBE, Stuart Brooks, Katy Hogarth, Sean Miller, Tracy Firmin, Edward Truch, Konrad Miciukiewicz, Matt Clare, Hannah Sender and Martin Crabbe.

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Advisory Board: Professor Henrietta Moore (UCL Institute for Global Prosperity), Max Farrell (Farrells), Dave Morris (London Green Spaces Friends Groups Network), Alison Barnes (New Forest National Park), Councillor Kevin Davis (Kingston Council), Professor Michael Depledge (University of Exeter), Stuart Brooks (John Muir Trust), Tracy Firmin (Langdon Park School), Paul de Zylva (Friends of the Earth), Edward Truch (University of Lancaster), Alice Roberts (CPRE), Sean Miller (Nonon), Stephen Head (Wildlife Gardening Forum), Geraldine Connerl, Martin Crabbe (London Sustainable Schools Forum), Kate Jones (UCL), Jonathan McLeod (Weber Shandwick), Sarah Temple (London College of Communication), Pat Fitzsimons (Thames Estuary Partnership), Katy Hogarth (Moo Canoes), Heather Ring (Wayward), Steve Cole (National Housing Federation), Andrew Denton (Outdoor Industries Association).

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This proposal was written following a public consultation and has informed by advisory papers that were prepared by a number of organisations, including UCL Institute for Global Prosperity, Nonon, University of the Arts London College of Communication, Lancaster University Management School and AECOM. All of these documents are available at NationalParkCity.London.

UCL Institute for Global Prosperity - Towards Sustainable Prosperity: Making Greater London a National Park City
 Prof Henrietta Moore, Dr Konrad Miciukiewicz, Dr Petros Andreadis, Dr Mary Davies, Hannah Sender and Maria Eva Filippi.

AECOM – Valuing London’s Green Space’s
 Petrina Rowcroft, Michael Henderson, Lili Peachy, Jennifer Black, Ian Brenkley, Doug McNabb, Mark Fessey, Ryan Burrows, Anna David, Alex White, Christian Bevington and Ben Smith.

Nonon & London College of Communication – Design Principles for a National Park City
 Sean Miller and Alison Prendiville.

London College of Communication – Ideas for a National Park City
 Sarah Temple and Tara Hanrahan.

Lancaster University Management School – Public opinions
 Professor Edward Truch.

Organisations that have provided time, funding, space or expertise that has contributed to this proposal

London College of Communication, Mission:Explore, Can of Worms, Friends of Gillespie Park, Farrells, Symprove, Quintain, School of Geography Queen Mary University of London, The Paxton Crystal Palace Reconstruction Project, UCL – Institute for Global Prosperity, SHM Foundation, AECOM, Lancaster University, National Parks Research, The Office of Charlie Peel, The Outdoor People, Project Dirt, John Muir Trust, Ordnance Survey, Geovation Hub, London Wildlife Trust, RSPB London, NowComms.

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Greater London National Park City Initiative

July 2015

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Committees	Dated:
Open Spaces & City Gardens – For decision West Ham Park – For Information Epping Forest & Commons – For Information Hampstead Heath, Highgate Wood & Queen's Park – For Information	5 December 2016 5 December 2016 16 January 2017 30 January 2017
Subject: Bats in Trees Policy	Public
Report of: Sue Ireland – Director of Open Spaces	For Decision
Report author: Martin Rodman – Superintendent of Parks & Gardens	

Summary

Some 64% of the City Corporation's Open Spaces are comprised of woodland or wood pasture, which are ideal habitats for bats. Although each Open Spaces division manages its tree stock in a way that maximises biodiversity and protects native fauna through local procedures, there is currently no overarching departmental policy to ensure consistency of approach to the management of work around bat roosts. Causing harm to bats or damaging their roosts (even accidentally), is a criminal offence.

Officers have worked with a specialist consultant to produce a departmental Policy which, when implemented, will help minimise the risk of causing harm to bats.

Recommendations

Members are asked to:

- Approve the Bats in Trees Policy for adoption by the Open Spaces Department;
- Agree that the Bats in Trees Policy be shared with other relevant departments in order to ensure a consistent approach to management across the City Corporation.

Main Report

Background

1. The City of London Corporation (CoL) owns and manages approximately 11,000 acres of green space, managed by its Open Spaces Department. This includes

approximately 7,080 acres of trees (64% of total open space), ranging from stands of historic woodland and wood pasture, to garden and street trees.

2. Trees provide important roosting sites for bats but are very difficult to survey. Because of the nature of the CoL estate, the organisation is responsible for large numbers of veteran trees which, by their nature, require extensive works to maintain. As these trees also provide excellent opportunities for bat roosts, there is the potential for the two to conflict and unwittingly destroy roosts.

Current Position

3. With the merger of Ashted Common and Burnham Beeches into the same division, it became apparent that bat surveys prior to tree work were being carried out in different ways. Further enquiries found that this also differed with work done at other divisions.
4. Although there are clear operational differences between each of the Open Spaces divisions, it was felt that an overarching policy would be beneficial in ensuring that legal requirements are followed.
5. The Bats in Trees Policy (attached at Appendix 1) aims to ensure a consistent approach, while leaving scope for each division to adapt to their individual circumstances. It should be viewed as equivalent to the Tree Safety policy (adopted July 2014) both in terms legal compliance and operational consistency. Like Tree Safety, it is essential that the organisation can demonstrate that it has a clear policy in place, that procedures are carried out, and that there is documentation in place to demonstrate that procedures have been followed.
6. It is worth noting that virtually all prosecutions relating to bats so far have involved local authorities. However, The City is extremely unusual in that the majority of work carried out on trees is for conservation reasons, which serves to enhance the conditions favourable to bats.
7. An independent consultant with extensive experience of bats and trees has been involved in this process and has approved the draft policy which is felt to be appropriate to the City's situation and needs.

Proposals

8. Subject to your Committee's approval, it is proposed that the Open Spaces Department adopts the Bats in Trees Policy immediately, and that officers implement the actions outlined therein.
9. Furthermore, it is proposed to share these documents with other departments that also have a responsibility for managing trees on City Corporation land, for example Community & Children's Services, City Surveyors, and the City of London Freeman's School.

Corporate & Strategic Implications

10. A policy that ensures the protection and preservation of native species on our sites links directly to the Open Spaces Business Plan 2016-19, Departmental Objective OSD1: *Protect and conserve the ecology, biodiversity and heritage of our sites.*

Implications

11. Legal Implications – All bats in the UK are protected by law, and so are their roosts. The legislation protecting bat species, and the penalties for failing to abide by it, are set out on pages 2 and 3 of Appendix 1.

Conclusion

12. A consistent, co-ordinated approach to the management of bat habitats across all City open spaces is important in order to protect vulnerable species, protect staff from the risk of prosecution, and to protect the City Corporation's reputation.
13. By adopting the proposed Bats in Trees Policy and implementing the measures laid out therein, officers will help reduce the risk of harm to bats and their roosts to an absolute minimum.

Appendices

- Appendix 1 – Bats in Trees Policy

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City of London Corporation

Open Spaces

Bats in Trees Policy

Policy owner:	Andy Froud - Epping Forest Biodiversity Officer
Version:	1.0
Date issued:	October 2016
Next policy review:	October 2017

Management sign off

OS Senior Leadership Team	3 October 2016
Open Spaces & City Gardens Committee	

AMENDMENT HISTORY

Version	Date	Page Numbers	Signature



Introduction & Background

Throughout Europe especially in the last century it has been observed that bat populations and ranges have undergone significant declines. These declines have led to bats becoming listed as European Protected Species. Protection afforded to bats and their roosts are governed by strict laws. Trees and woodlands are a vital habitat for the life cycles of all UK bat species. Therefore, woodland and tree management could have significant impacts upon the population.

The City of London owns and manages almost 4,500 hectares (11,000 acres) of open spaces for public recreation, health and enjoyment. These open spaces are located in and around Greater London which support a diversity of habitats and biodiversity. This diversity of habitats also includes ancient woodland and trees found at Burnham Beeches, Ashted, Highgate Woods, Hampstead Heath and Epping Forest which together support the largest assemblage of ancient pollarded trees within the UK. Tree and woodland management forms a significant proportion of habitat management within the open spaces. Unlike development sites or forestry operations where habitats may be permanently lost or drastically changed, tree and woodland management within the open spaces is largely undertaken to conserve and enhance habitats for the benefit of biodiversity including bats.

This guidance note aims to inform those who are involved in planning and undertaking tree work where European Protected Species (bats) maybe encountered, on how to conserve the UK's bat population and reduce the risk of an offence being committed. It explains the current legislation, the importance of demonstrating good working practices, appropriate levels of survey effort, when to involve an experienced bat ecologist, emergency tree operations, health and safety when handling bats and contacts. **Section 1** takes into account individual trees and **Section 2** woodland or groups of trees.

This guidance note should **not** be referred to in isolation. The information found within this guidance note has been drawn from the guidance documents listed below with which those undertaking bat roost surveys should familiarise themselves with.

NOTE 1: It should be noted very early on that this document and the 3 documents listed below are **guidance notes** only; there is not a “one size fits all” survey method approach. Survey design and the amount of survey effort required will be determined by the potential impact of the works, individual sites/situations and surveyor(s) judgement (see Section 1)

- *Bat Surveys for Professional Ecologists – Good Practice Guidelines - 3rd edition - Bat Conservation Trust*
- *Bat Tree Habitat Key – 2nd edition – Henry Andrews*
- *BS 8596:2015 - Surveying for bats in trees and woodland. Guide - British Standards Institution*

Summary of legislation for England

In England, Scotland and Wales the laws protecting bats are considerably stricter than they are for most other animals. In England, the main legislation affording protection derives from the Conservation of Habitats and Species Regulations 2010 (as amended) and the Wildlife and Countryside Act 1981 (as amended). Under the Conservation of Habitats and Species Regulations 2010 all UK bat species are afforded stricter protection as European Protected Species (EPS).

Offences under the Wildlife and Countryside Act 1981 (as amended):

- The intentional or reckless disturbance of a bat while it is occupying a structure or place it uses for shelter or protection (a roost)
- To intentionally or recklessly obstruct access to a roost.
- To sell, possess, offer or transport for sale a live, dead or any part of a bat.

Offences under the Conservation of Habitats and Species Regulations 2010 (as amended):

- Deliberately capture, kill or injure a bat.
- Deliberately disturb bats, in particular in a way likely to (a) impair their ability to survive, breed or nurture their young, or (b) significantly affect the local distribution or abundance of the species. This applies to anywhere (roosts, near roosts, foraging areas, flight corridors).
- Damage or destruction of a roost whether bats are present or not.
- To keep, transport, sell, exchange or offer for sale a live, dead or any part of a bat.

It is very important to note that damage or destruction of a roost is a strict liability offence under the Conservation of Habitats and Species Regulations 2010. Therefore, anyone who commits this offence even by accident is potentially open to prosecution. It is important to remember that it is not just the City of London that can be prosecuted but also individual officers, and their managers, in appropriate circumstances. A roost is defined as any place that a wild bat uses for shelter or protection, and the roost is protected **at all times** whether bats are **present or not**.

Offences are dealt with by the criminal justice system. Those found guilty of offences relating to bats are liable, on summary conviction, to six month's imprisonment and/or an unlimited fine.

It is strongly advised that the survey protocols set out within this document are followed to reduce the likelihood of an offence being inadvertently committed when tree management operations are planned.

Section 1: Surveying individual trees

1.1: Good Working Practices

Surveying trees and woodlands for bat roosts is an extremely difficult and time-consuming operation. Even though individual detailed tree surveys prior to works may have been carried out, it is still possible that a bat roost might be encountered during tree operations, which may inadvertently lead to one or more offences being committed. Therefore, it is vitally important that officers can demonstrate that good working guidelines had been followed and that reasonable steps had been taken to avoid unlawful acts. Such an approach is likely to reduce the probability of a prosecution being pursued, improve the prospects of a successful defence, in appropriate cases, and may be viewed as mitigation even if there is a conviction. Therefore, a robust survey assessment of bat roost potential should form a routine component of any pre-tree work operations. **Good working practices** should begin at the planning stage of any tree working operations, all the way through to a robust filing protocol.

Table 1: Decision tree for European Protected Species (bats) to aid planning of tree operations for individual trees. It should be noted that the diagram below presents a simplified version of the decision making process, please refer to the main text of this policy document for further guidance

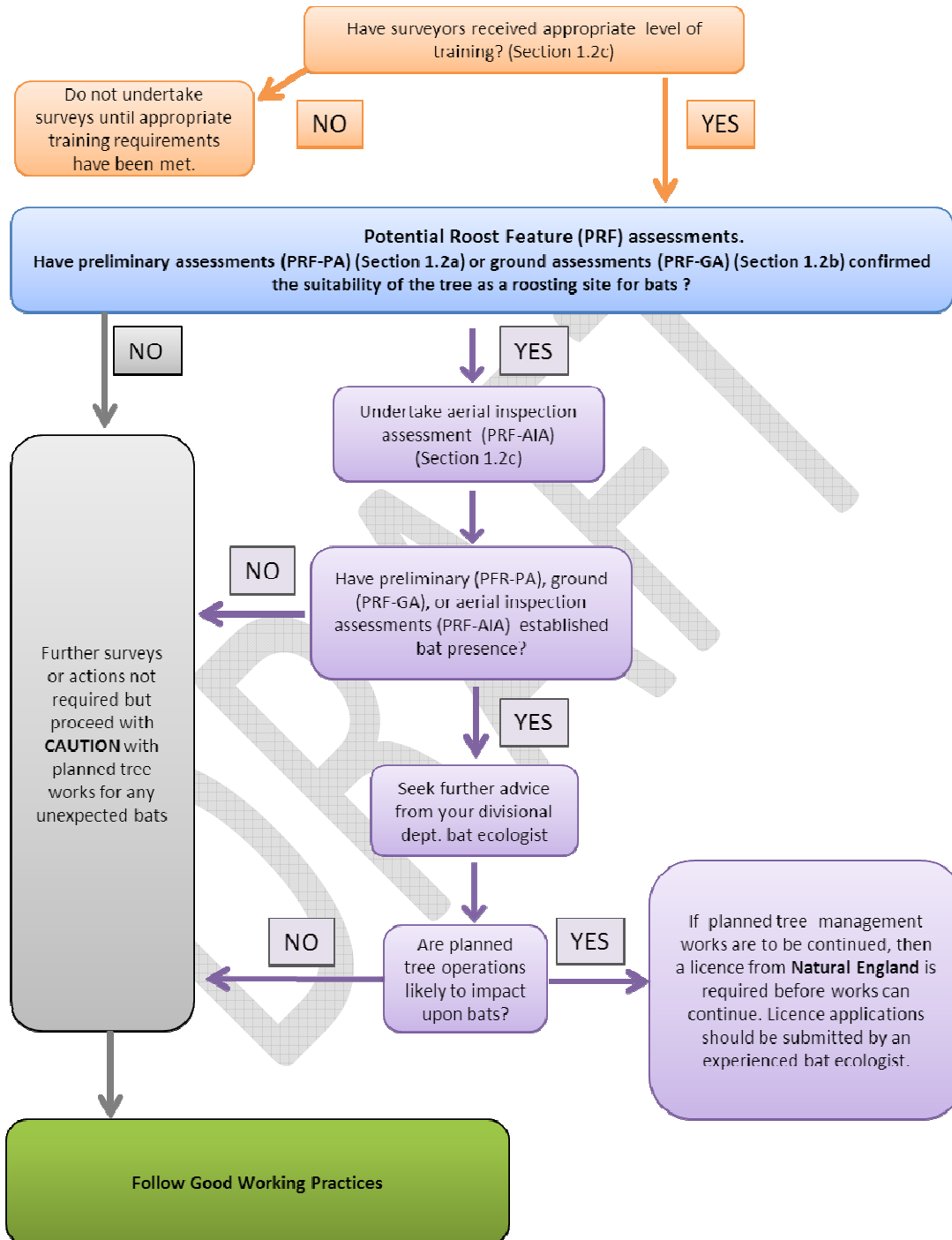


Table 1: illustrates survey protocol when assessing trees for potential bat roost features.

Note 2: It should be noted that the outlined survey protocol is not necessarily a “one size fits all” survey method approach that applies to all trees. Sites, situations and individual trees are all different requiring a different survey approach which can only be determined by the on-site surveyor.

For example;

- undertaking dawn and dusk surveys within dense woodland is unlikely to establish bat roost presence/absence (unless aided by potentially expensive night vision, infrared, thermal imaging equipment) as view is restricted:
- a mature tree with important connectivity to the countryside may require more extensive survey efforts than a tree without connectivity:
- a tree is too dangerous to climb with no MEWP access therefore, inspection surveys not possible but consider dawn/dusk surveys:
- preliminary and ground assessments have determined that planned works are unlikely to impact upon bats therefore, further surveys not required:
- it may be more efficient to survey tree(s) especially if covered in ivy by employing dawn and dusk (section 1.4) methods rather than aerial inspection assessments (section 1.2c).

A bat tree roost assessment survey therefore, has to be site specific. However, in regards to the amount of survey effort that is employed at each tree, **it is very important that a written record is kept of your decision and how that decision was reached** (information obtained). **You are reminded that it remains your responsibility to ensure all actions comply with the law. Such bat roost risk assessment records should be kept as evidence of good working practice for at least 7 years after the event.** If actual roosts are found these should be recorded separately and retained indefinitely. The only survey methods that are constant are the preliminary (PRF-PA) and ground assessments (PRF-GA).

1.2: PRF (Potential Roost Feature) assessments (Methodology)

1.2a: PRF-PA – (Preliminary assessments) (non-specialist)

The aim of the PRF-PA is to collate and review existing bat records/information and site information to determine suitability of site in supporting roosting, commuting and foraging bats.

- Check internal records (such as *Recorder*, staff knowledge, *MapInfo* or *ArcGIS*) for information on known roost locations or species information.
- Contact local bat groups, local natural history groups or biological records centres for bat records. This baseline data gathering can be achieved on an annual basis rather than each time a tree is worked. If there is little or no baseline data for your site, consider approaching local bat groups for their help with survey work.
- Site/habitat information in relation to tree being worked, connectivity of tree to good foraging areas such as water-bodies, woodland. The size of area covered by these assessments will be determined by the potential impact of the proposed work.

Roost surveys for trees should be undertaken in a systematic order with PRF-PA (1.2a) and PRF-GA (1.2b) being the first step, followed by (if judged necessary or practical by the surveyor) PRF-AIA (1.2c) and dawn and dusk surveys (1.4).

1.2b: PRF-GA – (ground assessment) (non-specialist)

The aim of PRF-GA is to undertake a comprehensive visual examination of a tree (young, mature, veteran or ancient) to determine its suitability for roosting bats. This assessment should also take into account the location of the tree and its connectivity to suitable bat foraging and commuting habitat. The assessment should ideally be carried out during the winter months (with binoculars) noting all potential roosting features. Although this survey can be undertaken by an unlicensed non-specialist, it is recommended that surveyors have received basic **bat awareness training** (see Section 1.5). Findings from the ground survey will inform your continued survey method.

Note 3: External guidelines for assessing the suitability of trees and their associated habitat features found during PRF assessments are based on a suitability (negligible – high) category score which are then used to inform further survey decisions. Although, this is very useful, bats do not always follow the rules and turn up in unlikely places including trees judged to be of low potential, requiring no further survey effort. Therefore, for simplicity, if habitat feature(s) within a tree are suitable then assume potential presence. Trees should fall into just two categories –

SOME POTENTIAL or NO POTENTIAL.

Examples Features - (although this is not an exhaustive list) that a bat may utilise within a tree include –

- Woodpecker holes
- Included bark cavities
- Trunk, stem, branch cavities/scars (horizontal & vertical)
- Unions of double leaders/compression forks
- Ends of broken branches
- Cracks/splits (horizontal & vertical) & hazard beams
- Loose/lifting bark/ivy

1.2c: PRF-AIA – aerial inspection assessment (non-specialist & specialist)

There are inherent difficulties with finding bats or evidence of bats within trees compared to buildings. Good indicator signs such as droppings do not persist or are lost within the void/cavity of the tree; there is limited or difficult inspection access and many tree roosting bat species demonstrate roost switching behaviour. **Confirming absence of bat roosts within a tree is extremely difficult. Therefore, it should be assumed before any tree management works are undertaken that a bat roost may very well be present which could be disturbed, damaged or destroyed.**

The aim of the PRF-AIA is to determine the presence/absence of bats and to also categorise the habitat features highlighted from the ground surveys. The purpose of categorising habitat features is to ensure that if additional dawn and dusk surveys are required time is not wasted surveying unsuitable features, also to down or upgrade features found from ground assessment. Generally, a PRF-AIA involves the use of climbing equipment (rope and harness) or MEWP to gain access into the tree for a more detailed inspection.

PRF's are examined closely for evidence of bat usage (see 1.3 below) in the form of droppings, live and dead bats and some other less obvious characteristics. Inspection surveys can be undertaken by unlicensed non-specialists except at **known** roosts.

Unlicensed non-specialists are legally permitted to use torch and endoscope techniques to survey cavities but these methods should only be employed to dismiss PRF's once other techniques have established no evidence of bat usage. Artificial light (torch and endoscope) techniques have the ability of causing disturbance to bats (an offence). Therefore, it is essential that any unlicensed non-specialist receives appropriate training (see Section 1.5) in their use before undertaking any such survey.

If bats or evidence of bats are discovered during an inspection survey by an unlicensed non-specialist, operations should stop immediately and a licenced bat worker/ecologist be informed. Further surveys and subsequent mitigation recommendations and licence application (if tree operations are to continue) should be undertaken by an experienced bat ecologist/specialist

If bats or evidence of bats are discovered during an inspection survey by an unlicensed non-specialist, operations should stop immediately and a licenced bat worker/ecologist informed. Further surveys and subsequent mitigation recommendations and licence application (if tree operations are to continue) should be undertaken by an experienced bat ecologist/specialist.

1.3: Roost indicator signs

As mentioned previously bat roost indicators in trees are difficult to find. Possible indicators to look for are listed in the sub-sections below.

1.3a: Examples of Primary Signs:

- Live and dead bats.
- Bat droppings – Other than observing actual bats, droppings are probably the best indicator to be aware of. They resemble mouse droppings which are extremely hard, unlike bat droppings which when dry, crumble to dust very easily. Droppings can be found in and around the roost entrance or at the base of the cavity. Droppings caught in cobwebs, or on vegetation beneath a roost access point, are as likely to be found.
- Cavities that extend above the opening which appear smooth and free from dust and debris.

1.3b: Example of Occasional signs:

There are a number of additional signs for the surveyor to be aware of but these are very difficult to judge and may only be evident in features supporting a large number of bats.

- Urine stains
- Other staining- Caused by the natural oils in the bats fur.
- Scratch marks
- Audible squeaking

Actual bats and their droppings are the only real conclusive evidence. For further guidance on identifying indicator signs and undertaking surveys read:

- *Bat Surveys for Professional Ecologists – Good Practice Guidelines - 3rd edition - Bat Conservation Trust*
- *Bat Tree Habitat Key – 2nd edition – Henry Andrews*

1.3c: Equipment required when undertaking inspection surveys include:

- MEWP, Arboreal climbing equipment, Ladder
- Small torch, Endoscope
- Small mirror
- Camera (for photographic evidence)
- Thermal and/or infra-red imager
- Specimen pots/tubes for dropping collection (for DNA analysis)

1.4: Dawn and Dusk activity surveys (specialist)

Dawn and dusk activity surveys may be required to provide additional information because, for example:

- no definitive evidence of bat presence has been recorded PRF surveys have not been able to rule out the potential of a feature to support a bat roost;
- OR
- there is restricted access due to health and safety issues relating to climbing the tree or gaining access to the features using a MEWP. (see NOTE 2, page 5).

These surveys should be undertaken, designed or at least led by an appropriately experienced bat ecologist/specialist and should follow the appropriate timings and seasons as described within the *BCT – Good Practice Guidelines – 3rd Edition*.

Note 4: ; It is very important to note that dawn and dusk surveys carried out at any of the Open Spaces Dept.'s sites are only likely to generate useable information if thermal or infra-red imagery techniques are employed. Therefore, the correct equipment would need to be available to make these surveys an effective use of time and resources.

1.5: Training

It is recommended that inexperienced, unlicensed individuals undertaking any stage of the PRF assessments described above attend both of the Bat Conservation Trusts training courses:

- *Arboriculture and bats: Scoping surveys for arborists*
- *Arboriculture and bats: Secondary roost surveys for arborists (including endoscope use)*

1.6: Tree Operations

If PRF assessments (& dawn and dusk if required) have not established bat roosts within the tree, then tree management works can continue but operations should be undertaken with caution in case unexpected bats are discovered. As bats demonstrate roost-switching behaviour it is recommended that planned tree works are undertaken within 48hrs (maximum) of surveys and, ideally, immediately after surveys. For trees with known roosts the licence application process and mitigation report will specify timing of tree works. The length of the licence application process is likely to depend on the complexity of the case. Further guidance can be found at - <https://www.gov.uk/government/collections/bat-licences>

Section 2: Woodland management and groups of trees

Section 2 refers to conservation management of woodlands as City of London-owned open spaces are not subject to the permanent loss of habitats through development.

2.1: (PRF) assessments (Methodology)

Survey methodology/design should follow the same route as an assessment for an individual tree as explained in Section 2 and Table 1. The amount of survey effort employed will be determined by the potential impact of the works, survey findings, surveyor's judgement and individual sites and situations (see note 2 on page 5).

2.2: Additional survey assessments.

Depending on the complexity of the site and the findings from the surveys, additional survey methods may need to be employed. Further guidance on when to employ additional surveys in regards to woodland management can be found in the documents listed at note 1 page 2.

Section 3: Emergency Tree Operations and Protected Species

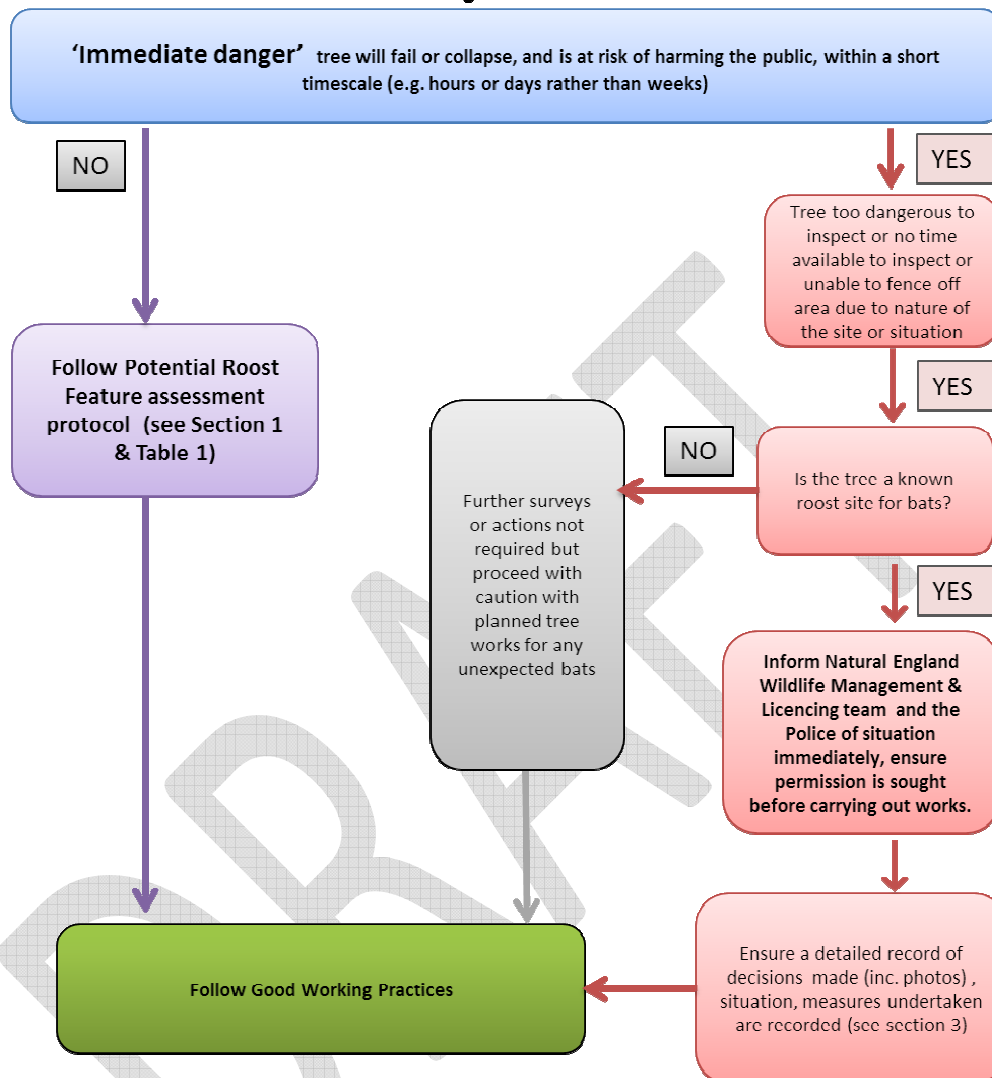
The following guidance has been abstracted from BS 8596:2015 - Surveying for bats in trees and woodland -

“Under normal circumstances a licence from the relevant licensing authority is required if work is intended to take place on a tree which is used as a bat roost, where that work is likely to result in damage to the roost or disturbance to bats. However, unplanned works that need to take place immediately, for public health and safety reasons, might not allow the time required for a licence to be obtained.

Acting without a licence is likely to be justifiable only where there is a serious and immediate threat to public safety and where all other appropriate options (such as fencing and warning signs) cannot resolve the problem satisfactorily. The trees condition should be assessed by an arboriculturist experienced in tree risk assessment. In this situation, if a roost is known or suspected, the relevant SNCO [Natural England for City of London Open Spaces] or a bat specialist should be contacted prior to work commencing and the police informed of the proposed operation. If this is not possible, they should be contacted as soon as possible afterwards. Ideally, a bat worker should be in attendance during the work to provide guidance as necessary. Care should be taken to avoid unnecessary damage to bats and roosts during such tree work operations, and mitigation measures should be implemented where safe to do so”.

‘Immediate danger’ should reasonably be interpreted to mean that the tree will fail or collapse, and is at risk of harming the public, within a short timescale (e.g. hours or days rather than weeks) and thus gives little scope for obtaining a licence. You should expect to have to justify your actions and, if you are unable to do so to the satisfaction of the police, you may face prosecution.

Table 3: Decision tree for European Protected Species (bats) where emergency tree operations (tree safety) are required. Please refer to Section 3 in the main text of this policy document for further guidance



In emergency situations where a known bat roost is involved:

1. Immediately inform Natural England Wildlife Management and Licensing Team (details below) and the police and explain current situation. **Do not under any circumstances proceed without permission/guidance first, unless the nature of the emergency situation does not allow time.**
2. Inform your department's bat specialist or ecologist.
3. Ensure a detailed written record of all your actions, decisions made and why, persons involved/contacted and timelines is made in case you are asked to demonstrate the reasons for actions taken.
4. Ensure photographic evidence is taken before, during and after works.
5. If time allows, ensure a suitably licensed/qualified bat specialist is present to deal with any protected species affected by the operation.

Section 4: Health and Safety

4.1: Handling bats

Some bats in Europe carry a rabies virus called European Bat Lyssavirus (EBLV). This is very rare in UK bats. EBLV is not the classic rabies associated with dogs, but a rabies-like virus. There are two known strains of EBLV: EBLV₁ and EBLV₂. The virus is passed by bite, scratch or the bat's saliva entering a wound or mucus membrane such as eyes or mouth. The risk of contracting the EBLV virus is extremely low but should the need arise to handle a bat, for instance if the bat is on the floor or to remove it from immediate danger, then the person handling the bat should ideally be trained to do so, having also been vaccinated against rabies, and, in doing so, should always be wearing appropriate gloves. If any other individuals need to handle a bat for any reason then expert advice should be obtained before doing so.

See Open Spaces Departmental Risk Assessment & Safe Systems of Work on handling bats.

Annex A - Contacts

Natural England
Wildlife Management and Licensing Service
Tel – 0845 601 4523
Email – wildlife@naturalengland.org.uk

The Bat Conservation Trust Helpline (for grounded bats)
Tel – 0845 1300 228
Email – www.bats.org.uk

GOV.UK
Webpage for information on Rabies in bats
www.gov.uk/guidance/rabies-in-bats

Annex B – Risk assessment
Annex C - forms

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Committee(s)	Dated:
Policy & Resources Committee	17/11/2016
Open Spaces Committee	05/12/2016
Subject: Open Spaces Learning Programme – Short Term Funding Arrangements	Public
Report of: Director of Open Spaces and the Chamberlain	For Information
Report author: Esther Sumner, Open Spaces	

Summary

This report addresses the funding of the new Open Spaces Learning Programme.

In 2015, Open Spaces developed an entirely new Learning Programme which supports the City's broader London agenda. The Learning Programme aims to engage over 30,000 people with green spaces over the next 3 years, creating positive impacts in five main areas; understanding, confidence, involvement, wellbeing, and connection. The programme takes an outcomes-based approach to deliver tangible change in under-represented communities, provides a robust evaluation framework to measure this change, and defines strong legacies for all the projects undertaken.

It had originally been anticipated that the new programme would in part be supported from property income. As the powers to generate additional income are not yet in place, it is proposed that the £200,000 originally intended to be delivered through property income be met directly by City's Cash, rather than via hypothecated property income. As property income comes "on-stream" this call on City's Cash would be reduced.

Recommendations

Policy & Resources Committee are asked to:

- To allocate up to £200,000 per year to support the Learning Programme for the years 2017/18 and 2018/19.

Open Spaces & City Gardens Committee are asked to:

- To note this report and the appended minutes from the Policy & Resources Committee

Main Report

Background

1. Following the end of the previous City Bridge Trust grant, it was agreed that a completely new approach to learning would be taken. As a result an entirely new, people centred and outcome focused, programme was developed. This new team is centrally coordinated within the Open Spaces Directorate and delivers an exciting new programme of projects across the open spaces.
2. When the programme was being developed and the current bid submitted to the City Bridge Trust, it was proposed that £200,000 of hypothecated property income would be used to support the programme. Some Members may be aware that a number of legislative changes are in progress, which are required to support this programme. Unfortunately these changes have not happened to the timescale originally anticipated.

The Learning Programme

3. In 2015, Open Spaces developed an entirely new Learning Programme which supports the City's broader London agenda.
4. The Learning Programme aims to engage over 30,000 people with green spaces over the next 3 years, creating positive impacts in five main areas; understanding, confidence, involvement, wellbeing, and connection. The programme takes an outcomes-based approach to deliver tangible change in under-represented communities, provides a robust evaluation framework to measure this change, and defines strong legacies for all the projects undertaken.

What we are trying to do Make a positive impact on the communities, who use, or border, our green spaces through learning activities				
By positive impact we mean...				
Understanding People understand and value the importance of our green spaces	Confidence People are confident to use our green spaces, as part of our activities or independently	Involvement People take positive action for, and get involved with, our green spaces	Wellbeing People have restorative and meaningful experiences in our open spaces	Connection People develop a sense of place with our open spaces, and pass this down through generations

5. In the first 6 months of the programme, over 5000 people including school children, parents with under-5s, young people, volunteers and families have benefited from this work.
6. This programme has been generously funded by the City Bridge Trust to the sum of £400,000 over three years but does not meet the full costs of the programme which are illustrated in this table:

	2016/17	2017/18	2018/19
Programme Cost	£483,000	£421,000	£419,000
CBT Grant	£220,000	£130,000	£50,000
Schools Income	£21,000	£24,000	£27,000
Sponsorship target	0	£25,000 ²	£100,000
City Non-Cash Contribution	£32,000	£32,000	£32,000
RSPB Non-Cash Contribution	£10,000	£10,000	£10,000
City Cash Contribution (originally hypothecated property income)	£200,000 ¹	£200,000	£200,000

1. The City's cash contribution was met this year by department SBR savings which were brought forward from 2017/18 to 2016/17. There was therefore no call on additional City Cash funding
2. The Learning team has submitted a funding bid to Esmée Fairbairn for £52,000 over two years starting in 2017/18. If this is achieved, this would reduce the call on City's cash contribution in 2017/18 by £25,000.

7. When funding arrangements were being considered prior to the grant application, it was proposed that in addition to the CBT grant and other grant applications made by the department, money generated from the letting or sale of surplus property would be used to fund the programme to a maximum of £200,000 per annum. It was anticipated that this funding would be hypothecated and come directly from property income. Unfortunately due to the longer than expected Parliamentary timetable this has not yet been possible.
8. When planning budgets for 2016/17, the department was able to make up the shortfall in the funding for the programme by bringing forward other SBR savings.

This will not be possible for next year due to pressure already exerted by other projects being delayed.

Current Position

9. The Department of Open Spaces had expected some level of delay in the enabling legislation and was able to substitute the property income in 2016/17 for SBR savings brought forward from 2017/18. Unfortunately this is not possible again for next year or the following year, as the uncertainties of the legislative process have meant slower progress than anticipated requiring the department to substitute proposals for delivering agreed income targets. This report therefore requests that an additional £200,000 of City's Cash be allocated for the years 2017/18 and 2018/19. The call on this funding would reduce as the expected property income comes on stream.

Proposals

10. It is proposed that up to £200,000 per year is allocated to support the Learning Programme and that a full evaluation of the Learning Programme is undertaken in 2018, so that consideration can be given to appropriate long term funding.

Corporate & Strategic Implications

11. The Learning Programme has introduced a completely new model of learning provision to Open Spaces; focusing in particular on a people centred, outcomes based approach. This experience has been important in spreading the understanding of impacts and outcomes of the services across the Department and to other parts of the organisation. As the City of London continues to seek to demonstrate its impact and contribution to London and the nation, this outcomes based approach will become increasingly significant. The Learning Programme is a demonstration of the City's commitment to engaging with and improving the lives of disadvantaged communities.
12. The Learning Programme is a major mechanism for delivering the departmental objective of 'enriching the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities'. The achievement of these strategic outcomes also contributes to our charitable objectives of "recreation and enjoyment".
13. The Learning Programme supports the City of London's Education Strategy 2016-19 which states:
The City of London Corporation (the City Corporation) is committed to providing access to world class" education and learning opportunities. It will maximise the educational opportunities that the cultural, heritage and

environmental assets offer to City residents, its schools, and residents throughout London.

14. The programme also supports: *KPP4 – Maximising the opportunities and benefits afforded by our role in supporting London’s communities* and *KPP5 – Increasing the outreach and impact of the City’s cultural, heritage and leisure contribution to the life of London and the nation.*

Implications

15. The learning framework and programme aims to develop a robust evidence base for the impact of learning activities; to enable more effective fundraising, involve volunteers in the creation and management of learning activities, and work with new and existing partners; all to the furtherance of our charitable objectives of “recreation and enjoyment” for the public. There is a longer term aim for the project to increasingly achieve financial sustainable. However, it is likely that a core of City funding will remain necessary.
16. The Learning Programme is currently partially funded by the CBT. Without the expected property income or substitution funding, the programme will not be able to continue.

Conclusion

17. At the time of the CBT bid, it was intended that the Learning Programme would also be supported through hypothecated property income. The powers to enable this are not yet in place and there is therefore a funding shortfall. It is proposed that short term funding of up to £200,000 is allocated from City’s Cash for the years 2017/18 and 2018/19. It is further proposed that the success of the Learning Programme be evaluated in 2018 and if appropriate, a bid for a permanent increase in resource base be submitted.

Appendices

None

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**EXTRACT FROM THE MINUTES OF THE POLICY AND RESOURCES
COMMITTEE
Thursday, 17 November 2016**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 17 November 2016 at 1.45 pm

5. OPEN SPACES LEARNING PROGRAMME

The Committee considered a report of the Director of Open Spaces concerning the funding of the Open Spaces learning Programme.

It was noted that the report would also be considered by the Education Board.

RESOLVED – That a sum of up to £200,000 be allocated from carry-forwards and reserves to support the Open Spaces Learning Programme for 2017/18 and 2018/19.

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