



Open Spaces and City Gardens

Date: MONDAY, 16 JULY 2018

Time: 11.30 am

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

Members: Graeme Smith
Oliver Sells QC
Alderman Ian Luder
Wendy Mead
Barbara Newman
Jeremy Simons
Deputy John Tomlinson
Deputy Philip Woodhouse (Ex-Officio Member)
Karina Dostalova (Ex-Officio Member)
Anne Fairweather (Ex-Officio Member)
Caroline Haines

Enquiries: Natasha Dogra
natasha.dogra@cityoflondon.gov.uk

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
 2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
 3. **THE ORDER OF THE COURT OF COMMON COUNCIL**

For Information
(Pages 1 - 2)
 4. **ELECTION OF CHAIRMAN**

The Committee are invited to elect a Chairman.

For Decision
 5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee are invited to elect a Deputy Chairman.

For Decision
 6. **APPOINTMENT OF A REPRESENTATIVE TO THE STREETS AND WALKWAYS SUB COMMITTEE**

The Committee are invited to appoint one Member as an Open Spaces and City Gardens Committee representative on the Streets and Walkways Sub Committee. The next Streets and Walkways Committee meeting is scheduled to take place on 4th September 2018.

For Decision
 7. **MINUTES**

To agree the minutes of the previous meeting.

For Decision
(Pages 3 - 8)
- Open Spaces**
8. **OPEN SPACES DEPARTMENT, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**

Report of the Director of Open Spaces and Chamberlain.

For Decision
(Pages 9 - 34)
 9. **REVENUE OUTTURN 2017/18**

Report of the Director of Open Spaces and Chamberlain.

For Information
(Pages 35 - 40)

10. **OPEN SPACES BUSINESS PLAN YEAR-END REPORT 2017/18**
Report of the Director of Open Spaces.
- For Information**
(Pages 41 - 56)
11. **CYCLICAL WORKS PROGRAMME**
Report of the Director of Open Spaces and Chamberlain.
- For Information**
(Pages 57 - 62)
12. **CORPORATE VOLUNTEERING STRATEGY**
Report of the Director of Open Spaces.
- For Information**
(Pages 63 - 78)
- City Gardens**
13. **SUPERINTENDENT'S UPDATE**
Report of the Director of Open Spaces.
- For Information**
(Pages 79 - 84)
14. **CHURCHYARD ENHANCEMENT PROGRAMME UPDATE REPORT**
Report of the Director of Open Spaces.
- For Decision**
(Pages 85 - 132)
15. **CITY GARDENS EVENTS POLICY REVIEW**
Report of the Director of Open Spaces.
- For Decision**
(Pages 133 - 176)
16. **FINSBURY CIRCUS BANDSTAND REMOVAL**
Report of the Director of Open Spaces.
- For Decision**
(Pages 177 - 180)
17. **GATEWAY 3 REPORT FINSBURY CIRCUS REINSTATEMENT PROJECT -
REPORT TO FOLLOW**
Report of the Director of Open Spaces.
- For Decision**

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

Part 2 - Non-Public Agenda

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

For Decision
21. **NON-PUBLIC MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 181 - 182)
22. **LONG TERM FUNDING OF THE LEARNING PROGRAMME**
Report of the Director of Open Spaces.

For Decision
(Pages 183 - 208)
23. **DEBT ARREARS - INVOICED INCOME FOR PERIOD ENDING 31 MARCH 2018**
Report of the Director of Open Spaces and Chamberlain.

For Information
(Pages 209 - 216)
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Agenda Item 3

BOWMAN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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OPEN SPACES & CITY GARDENS COMMITTEE

1. **Constitution**
A Non-Ward Committee consisting of,
 - eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
 - the following ex-officio Members:-
 - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
 - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
2. **Quorum**
The quorum consists of any five Members.
3. **Membership 2018/19**
 - 8 (4) Wendy Mead, O.B.E.
 - 6 (3) Jeremy Lewis Simons
 - 6 (2) Barbara Patricia Newman, C.B.E.
 - 2 (2) Oliver Sells, Q.C.
 - 2 (2) John Tomlinson, Deputy
 - 8 (1) Ian David Luder J.P., Alderman
 - 5 (1) Graeme Martyn Smith

Vacancy

together with the ex-officio Members referred to in paragraph 1 above.
4. **Terms of Reference**
To be responsible for:-
 - (a) The allocation of grants in relation to Open Spaces taking account of any views or recommendations expressed by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant;

Open Spaces

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

City Open Spaces

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

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OPEN SPACES AND CITY GARDENS
Monday, 16 April 2018

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 16 April 2018 at 10.15 am

Present

Members:

Graeme Smith (Chairman)
 Alderman Ian Luder
 Barbara Newman
 Jeremy Simons
 Deputy John Tomlinson
 Anne Fairweather (Ex-Officio Member)

Officers:

Jake Tibbets	-	Open Spaces Department
Greg Moore	-	Town Clerk's Department
Colin Buttery	-	Director of Open Spaces & Heritage
Gerry Kiefer	-	Open Spaces Department

1. **APOLOGIES**

Apologies were received from Karina Dostalova, Oliver Sells, and Deputy Phillip Woodhouse.

Opening the meeting, the Chairman took the opportunity to relay the sad news of the passing of Peter Adams, a long-standing Verderer at Epping Forest. On behalf of the Committee, he expressed his sincere condolences to Mr Adams' family and friends.

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

There were none.

1. **MINUTES**

The Committee approved the public minutes of the meeting held on 5 February 2018, subject to the apologies of Deputy John Tomlinson and Catherine Bickmore being noted.

Matters Arising

One London Wall Place – A Member spoke to commend the public space that had been created at this location, suggesting that the Director of Open Spaces should write to the developer to commend them. The Chairman endorsed this suggestion, observing that it was a positive example which other developers should be encouraged to emulate.

1. **SCHEDULE OF VISITS 2018**

Members considered the schedule of Open Spaces visits for 2018, noting that an updated and more comprehensive version to that which was presented in the papers had been tabled.

The Chairman advised that the intention was to consolidate relevant dates and calendar items into a single document, to facilitate a great awareness of what was going on across the totality of the various open spaces managed by the City.

Members suggested that thought should be given to the placement of relevant dates on a website, with it noted that the establishment of a single website to publicise all of the City's open spaces and various events would be very helpful. It was noted, however, that careful thought would need to be given to the publication of various dates, as there were a significant number and it would be wise to avoid to be seen to promote some events and not others. A Member noted that the Policy and Resources Committee was soon to consider funding a significantly improved City Corporation website and noted that, once data was in place on that forum, there may well be an opportunity to alter the lay-out and way in which information was accessed in different ways, so as to greater publicise the activities of the various open spaces.

A Member also noted that some individual open spaces currently produced their own publications, suggesting that these should be distributed more widely to all Members, so as to raise awareness.

RESOLVED: That the Open Spaces visits schedule 2018 be noted.

1. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19 - OPEN SPACES**

Members considered a report of the Director of Open Spaces on the 2018/19 business plan for the Open Spaces Department. The report summarised the key objectives and outcomes for the Department and how Business Plan assisted with the successful delivery of the outcomes referenced in the Corporate Plan 2018 – 2023.

Members queried some of the figures associated with Tower Bridge in Appendix 1, noting that the stated income seemed to be incorrect. Officers undertook to clarify this outside of the meeting and amend the figure accordingly.

Members sought further detail as to how ecological conditions at the various open spaces would be measured. The Director of Open Spaces agreed that a uniform system of measurement would be neither appropriate nor practical, observing that individual metrics would need to be developed for each site which paid due regard to the context of each space. Members noted that further detail would come back to the Committee in due course.

RESOLVED: That the Open Spaces Department's Business Plan for 2018 – 19 be approved.

1. **OPEN SPACES DEPARTMENT EVENTS POLICY**

Members considered a report of the Director of Open Spaces which presented an Open Spaces Department Events Policy for approval. The report detailed how the policy planned to minimise the impact on areas under statutory

protection and the adjoining communities. In addition, the report stressed that the Open Spaces Department Events Policy was intended to be reviewed after 12 months.

Members queried the reference to Golders Hill Park, questioning whether this should be presented independently of Hampstead Heath. The Director of Open Spaces agreed that the opening hours and nature of events at Golders Hill would be different and agreed to take this back to consider.

Members discussed the possibility of damage to certain sites and the nature of various events, noting that care would need to be taken to ensure an appropriate balance was struck to prevent over-use or the types of events which might harm the site. It was urged that suitably strong wording be included in the policy to make this clear. The Director of Open Spaces agreed, noting that site-specific policies would be developed for each location which would come to the Committee in due course. It was also noted that the Officer Events Group considered such matters in relation to each application.

In response to queries concerning feedback from events, the Director advised that feedback was important to obtain sense of public engagement with events, but accepted that monitoring was also important – particularly when considering applications for repeat bookings. Members suggested that this should explicitly be taken into account as part of the policy, noting that the Officer Events Group did take this into account as part of its consideration.

Responding to queries concerning damage caused by events and reinstatement of the open spaces, the Director confirmed that a deposit to cover reinstatement was generally obtained up-front as part of the hire agreement. However, there were some occasions where this requirement was waived for bodies such as community organisations holding local events.

Subject to the minor amendments suggested and the items for the Director of Open Spaces to resolve, the policy was approved, with authority to approve the final version delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final version of the Open Spaces Department Events Policy.

1. **CITY GARDENS UPDATE**

Members received a report of the City Gardens Manager providing an update on the management and operational activities across the City Gardens since February 2018.

The City Gardens Manager advised that the opening of the Seething Lane site had now been confirmed for 26 June at 5.30pm. Responding to Members' queries, the City Gardens Manager undertook to take into account local Ward Members and businesses when drawing up the guest list for the event.

With regard to the survey of private trees, Members urged that more proactive communication take place with the owners of those identified as in poor condition. Rather than simply alert owners to the poor condition of the tree, it was suggested that the location of the trees be mapped and owners provided with a link to the Arboricultural Association's list of Tree Surgeons.

RECEIVED.

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

Mitcham Common Conservators

A Member took the opportunity to highlight the City Corporation's appointment rights in respect of a Conservator of Mitcham Common, suggesting that increased engagement and potential support from the City Corporation might be welcome.

Table Tennis

A Member queried the possibility of installing fixed table tennis tables at some of the City's open spaces and gardens, to afford office workers the opportunity to engage in recreational activity in a pleasant surrounding during lunch-breaks. The City Gardens Manager advised that he would shortly be undertaking an audit of all sites and would include the identification of potential sites as part of his review of the various locations.

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

Committee Meetings

The Committee were informed that there were no items on the agenda plan for the June Committee meeting; the Committee would next meet on 16 July 2018.

1. **EXCLUSION OF THE PUBLIC**

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

1. **NON-PUBLIC MINUTES**

The Committee approved the non-public minutes of the meeting held on 5 February 2018.

1. **MEMBERS WORKING GROUP - FINSBURY CIRCUS GARDEN REINSTATEMENT**

Members considered a report of the City Surveyor concerning the reinstatement of Finsbury Circus Garden and the creation of a Working Group.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 11:00am

Chairman

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Agenda Item 8

Committee:	Date:
Open Spaces and City Gardens Committee West Ham Park Committee	16 July 2018 16 July 2018
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Gerry Kiefer, 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 Department of Open Spaces and across the City Gardens and West Ham Park division. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team of City Gardens and West Ham Park.

The department has previously reported on seven departmental risks. A recent review of the risk register identified two additional risks that should be included at a Departmental level:

- OSD 008 - IT System Failure
- OSD 009: Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act

The existing Departmental risks are:

- OSD 001 - Health and safety
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 – Pests and diseases
- OSD 006 - Impact of development
- OSD 007 – Maintaining the City's water bodies
- OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument

There are eight risks identified for City Gardens and West Ham Park (Parks and Gardens)

Recommendation

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

- Note the risk scoring grid at Appendix 1
- Approve the Departmental risk register as outlined in this report and at Appendix. 2
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 3

West Ham Park Committee - Members of the are asked to:

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix. 2
- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 3

Main Report

Background

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 Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of 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.
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. Each Open Spaces Committee is presented with relevant risk registers twice a year which fulfils this requirement.

Current Position

4. Appendix 2 shows the Departmental risks. 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 relevant cross divisional risks and lists the actions which are being taken to reduce (or maintain) the risk, together with a 'latest note' on progress.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services and Culture, Heritage & Libraries Committees will receive their relevant divisional risk registers in separate reports.
6. In late 2017 it was reported to Members that there were three Departmental risks recorded as red and four as amber. The recent review of the Departmental risks has changed the current risk score to two red and seven amber, with the current score for pests and diseases dropping from red (16) to amber (12), recognising that we have robust pest management strategies in place and checks are up to date.
7. The target scores reported to Members in late 2017 were seven amber. The target scores identified recently and shown in appendix 2 propose seven target risk scores to be amber and the two new risks target scores to be green.

8. The individual actions for the new risk; Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act are still being developed as the charities develop timetables to implement changes. Details of the actions will be listed in the next risk report to Members.

City Gardens and West Ham Park Risk Management

9. There are eight risks identified across City Gardens and West Ham Park, seven of which are currently scored as amber and one green (Public Behaviour). 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)

The target scores for the risks remain unchanged aiming for three amber risks and five green risks. The detail of the individual risks is shown in Appendix 3.

Corporate & Strategic Implications

10. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:
 - Shape outstanding environments

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
- Open spaces are secure, resilient and well-maintained.

11. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department’s Business top line objectives and associated outcomes:

A. Open spaces and historic sites are thriving and accessible.

B. Spaces enrich people’s lives.

C. Business practices are responsible and sustainable.

Conclusion

12. 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 – City Gardens and West Ham Park Divisional Risk Register

Gerry Kiefer, Business Manager

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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

Likelihood criteria

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

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.

Extreme (8)

Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

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

Risk Definitions

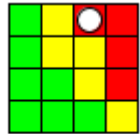
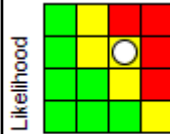

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

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

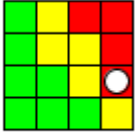

APPENDIX 2: OSD Corporate and departmental risks - detailed report



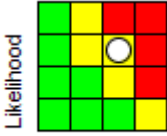
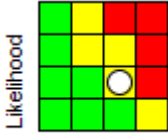

Rows are sorted by Risk Score

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 development summary risk 30-Aug-2017 P lin Buttery Page 13	<p>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</p> <p>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</p> <p>Event: Major development near an open space</p> <p>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.</p> <p>This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	16	Risk remains at red. Sites are actively monitoring the impact of development. 22 May 2018	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2020	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the	Mitigation strategy in place. Ongoing implementation work action.			Jeremy Dagley	28-Mar-2018	30-Apr-2020	

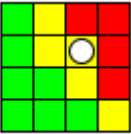
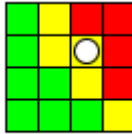

	content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.				
OSD EF 010 c	Negotiate renewal with Essex County Council and extend to cover London Borough's	Still on Essex radar with traffic modelling works undertaken. Agree a forest transport strategy to agree mitigation strategy.	Jeremy Dagley	30-May-2018	10-Mar-2019
OSD NLOS 011 a	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.	Ongoing, division to make representation as necessary.	Richard Gentry	28-Mar-2018	31-Mar-2020
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change.	Richard Gentry	28-Mar-2018	31-Mar-2020
OSD NLOS 011 c	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	Division continues to monitor planning issues.	Richard Gentry	28-Mar-2018	27-Jul-2020
OSD P&G 007	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	28-Mar-2018	31-Mar-2020
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues. Developments by Islington around Bunhill Fields are being monitored.	Martin Rodman	28-Mar-2018	31-Dec-2020
OSD TC 002 a	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	Monitoring activity continues - ongoing action.	Hadyn Robson	28-Mar-2018	31-Mar-2020
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	28-Mar-2018	31-Mar-2020

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 summary risk 30-Aug-2017	This risk summaries the property maintenance risks across the Open Spaces Department. 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. This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	16 Impact	Risk remains at red. Target date moved to 2022 to reflect planning process for works to the relevant water bodies, which include: - Hampstead Heath ponds - Five statutory large raised reservoirs at Epping Forest - Burnham Beeches ponds 22 May 2018	 Likelihood	8 Impact	31-Mar-2022	Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD EF 004 a	Statutory inspection visits by engineer - 6 monthly in May and October	Inspection booked for June 2018. EA have confirmed the LRR at Wanstead Park at High Risk. We are awaiting a visit from the Panel engineer in June to find out what the implications may be. Estimate of £5-10 million upgrade costs have been made by DBE			Martin Newnham; Geoff Sinclair	29-May-2018	30-Apr-2020	
OSD EF 004 b	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	Conservation statement complete. No actions pending			Geoff Sinclair	29-May-2018	31-Dec-2018	
OSD EF 004 c	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action.			Martin Newnham	29-Mar-2018	08-Apr-2020	
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work.			Geoff Sinclair	03-Apr-2018	31-Dec-2018	
OSD TC 006 a	Condition assessments carried out and options provided for approval	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward.			Hadyn Robson	28-Mar-2018	31-Dec-2022	

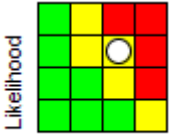
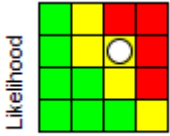

	Options costed Gateway 4 report drafted - Sept 16				
OSD TC 006 b	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Hadyn Robson	28-Mar-2018	31-Mar-2020

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 Repair and Maintenance of buildings summary risk 30-Aug-2017 Colin Buttery	This risk summaries the property maintenance risks across the Open Spaces Department. 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. This risk is felt to be of departmental concern due to the importance of building maintenance, the maintenance bow-wave and the historical concerns around poor maintenance. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	12	Risk reviewed by SLT 15/5/18 and increased to reflect the £40million of bow wave repairs. Significant concern about the level of backlog increases the likelihood of this risk developing. 22 May 2018	 Likelihood	8	31-Mar-2019	 Increasing
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 003 b	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	Liaison meetings with CS Department have been regular and CWP work has been carried out to a high standard, Cremator maintenance is good and understanding of the cemetery and crematorium business needs has improved.			Gary Burks	14-May-2018	31-Jul-2018	
OSD EF 002 b	Database to be created by CS Creation of maintenance plan of all forest furniture and then implement actions arising from plan	Audit complete and the data is being analysed and an action plan is still to be developed			Martin Newnham; Geoff Sinclair	29-May-2018	28-Dec-2017	

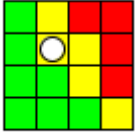


OSD EF 002 e	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	Inspections 80% complete - drafting outcome letters to occupiers	Jo Hurst	21-May-2018	30-Apr-2019
OSD EF 002 g	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	Terram and hard-core surfaces have gone in in front of the new building as planned and levels have been raised to await new building as resources allow. New entrance to Police Barn was completed in October 2017 ensuring separation of people, cattle and vehicles. Final snagging work on sump was completed. In addition, concrete was laid by in-house team around Pen 1 to allow more efficient feeding of cattle. Handling facilities planned and procured - awaiting installation in spring 2018.	Jeremy Dagley	28-Mar-2018	31-May-2018
OSD KH 002a	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	No further update from previous note. Continues to be managed by the Surveyors Dept. Defects are reported through the PSD and responded to.	Rob Shakespeare	20-Apr-2018	31-Mar-2018
OSD NLOS 008 a	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	First draft High-Level Asset Management Plan – Hampstead Heath 2018-2021 has been completed by City Surveyor's Department and is currently being consulted on internally by officers.	Bob Warnock	30 – May 2018	31-Sep-2018
OSD NLOS 008 c	East Heath Car Park Capital Project	Tender package is currently being submitted and schedule to go out to open tender in June 2018. Subject to budget constraints a Gateway 5 report will be submitted for Authority to Start works in August 2018 with works completed by October 2018.	Bob Warnock	30 – May 2018	31-Oct-2018
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Monthly meeting held with APFM to ensure ongoing programme is on track. On site reactive work monitored and issues fed back at Client Liaison meetings.	Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual programme in place for lodge inspections	Lucy Murphy;	29/5/18	30/10/18
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting.	Martin Rodman	29/5/18	1/6/19
OSD TBM 006a	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset Registers have not been uploaded onto MICAD.	Chris Earlie	30-May-2018	31-Dec-2018
OSD TBM 006b	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	Open Spaces has reps on the BRM Working Group and liaise regularly with the CS Business partner	Chris Earlie	31-May-2018	31-Dec-2018
OSD TBM 006c	Ensure all problems or maintenance issues are reported in a timely fashion.	Staff liaise with the City Surveyor's Property Service Desk and raise any urgent issues with their Property Facilities Manager and through MiCAD.	Chris Earlie	31-May-2018	31-Dec-2018

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 summary risk 30-Aug-2017 Colin Buttery	This risk summaries the pest and disease risks across the Open Spaces Department. 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), Bleeding Canker of Horse Chestnut 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. This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	12	Massaria remains a leading concern as this can result in falling tree limbs whilst OPM is a nuisance/irritant. Risk has dropped to Amber to reflect the checks, work and approach which has been done / adopted and the evolving nature of the pests and diseases risk on our site. 22 May 2018	 Likelihood Impact	12	30-Apr-2020	 Decreasing
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 011 a	Regular monitoring of trees Engagement of specialists where required	Inspections and treatment programme is in place and monitoring is being carried out.			Gary Burks	14-May-2018	30-Apr-2020	
OSD EF 007 a	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action.			Geoff Sinclair	28-Mar-2018	08-Apr-2020	
OSD EF 007 d	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	All survey work complete and SOD rhododendrons removed from St Thomas's Qtrs. Sweet Chestnut found with SOD infection in The Warren Plantation - but has died so no risk of spores arising from this tree. However, Sweet Chestnuts need monitoring as well as remaining Rhododendron sites. Also at The Warren Plantation Larch still needs to be felled and removed. This is now planned for August/Sept 2018.			Jeremy Dagley	28-Mar-2018	31-Oct-2018	
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	No further progress on this since October 2017 but linked closely with INNS work including OPM. On OPM have negotiated bespoke Statutory Pkplant health Notices with F which give us some discretion in our choice of control options for this new pest.			Jeremy Dagley	28-Mar-2018	31-Oct-2018	

OSD NLOS 004 a	Sourcing of plants / trees through approved suppliers. Review six monthly	Given the identification of OPM on sites, staff are actively monitoring and responding to items as they arise.	Richard Gentry	28-Mar-2018	30-Apr-2020
OSD NLOS 004 b	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas	OPM discovered on site. Working with forestry commission to monitor.	Richard Gentry	28-Mar-2018	30-Apr-2020
OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, SLT, and other avenues.	Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections done in September. Next set to be completed beginning of May.	Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Mar-2020
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.	Martin Rodman	28-Mar-2018	30-Apr-2020
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.	Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020
OSD TC 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing.	Hadyn Robson	13-Jun-2018	31-Mar-2022
OSD TC 004 b	Annual tree inspections undertaken through qualified personnel	Ongoing.	Head Rangers	13-Jun-2018	31-Mar-2022
OSD TC 004 c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	13-Jun-2018	31-Mar-2022
OSD TC 004 d	Measures in place for staff, volunteers and contractors including public messages	Ongoing.	Hadyn Robson	13-Jun-2018	31-Mar-2022

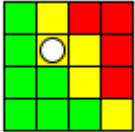
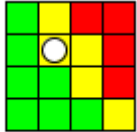

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Cause: An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood Impact	12	No change to risk level, as informed by the relevant counterterrorism officer. Agreed by SLT to review this item annually or by exception; target date changed to reflect this. 22 May 2018	 Likelihood Impact	12	31-Mar-2019	 Constant
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team.			Chris Earlie	30-May-2018	31-Dec-2018	
OSD TBM 001b Tower Bridge Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board.			Chris Earlie	30-May-2018	31-Dec-2018	
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues. Security Awareness Training provided to all staff on site.			Chris Earlie	30-May-2018	31-Dec-2018	

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 008 IT System Failure 13-Jun-2018	<p>This risk summaries the risks associated with IT system failure across the Open Spaces Department.</p> <p>Causes: Any significant disruption to our access to IT systems across our sites</p> <p>Event: Inability to access business-critical IT functions</p> <p>Impact: Severe business impact to multiple sites, particularly the Cemetery & Crematorium and Tower Bridge. Significant loss of income, reputational damage due to cancelled services, and the failure of a statutory service in the Cemetery & Crematorium. If this coincides with a crisis event such as a terrorist attack or a major incident on one of our remote sites, our ability to respond would be severely impacted.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>New top-level risk added to reflect the potential cross-departmental impact a major IT systems failure would have on all our sites, with the Cemetery & Crematorium and Tower Bridge being egregiously effected in particular. Specific linked risks and actions to be carried out to mitigate this risk, although our ability to influence this risk is limited.</p> <p>13 Jun 2018</p>	<p>Likelihood</p> <p>Impact</p>	4	30-Jun-2020	<p>Constant</p>
Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD CC 009 a	<p>Review continuity plans on a regular basis and following significant systems failures</p> <p>Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans</p> <p>IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.</p>	IT Systems and software access seems more stable at present and is monitored closely by cemetery staff.			Gary Burks	14-May-2018	31-Jul-2018	
OSD TBM 002a	Introduction of a new EPOS system which is cloud based which will improve resilience and reliability.	The new EPOS System is due to go live this year.			Chris Earlie	30-May-2018	31-Dec-2018	

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 H&S Summary Risk 30-Aug-2017	This risk summaries the H&S risks across the Open Spaces Department. 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 This risk is felt to be of departmental concern due the types of activities and the nature of our sites which means constant vigilance is required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	6	Risk remains at this position, actively monitored through HSIG. Level agreed at SLT 15/5/18, risk to be reviewed annually or by exception; target risk altered to reflect this. 22 May 2018	 Likelihood	6	31-Mar-2019	 Constant
Action no	Description	Latest Note				Managed By	Latest Note Date	Due Date
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This action is ongoing				Gary Burks	14 May 2018	31-Mar-2019
OSD CC 001 b	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This action is ongoing				Gary Burks	14 May 2018	31-Mar-2019
OSD EF 001 c	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme now updated following gaps left by previous Safety and Assets Manager vacancy. Plan in place for next 12 months				Jo Hurst	21-May-2018	30-Apr-2019
OSD EF 001 g	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	With the mandatory implementation of the breaking ground permit with have limited to the maximum of our knowledge the risk to staff and contractors. Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting and is now BAU.				Jo Hurst	29 May 2018	1 June 2019

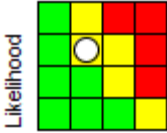
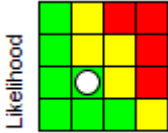
	operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.				
OSD NLOS 006 a	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Ongoing item.	Richard Gentry	13-Jun-2018	31-Dec-2022
OSD NLOS 006 b	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Ongoing item.	Richard Gentry	13-Jun-2018	14-Dec-2022
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group This is an ongoing action	Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001	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 implemented with existing contractors and rolled out to new contractors as required This is an ongoing action	Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 c	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.	Patrick Hegarty	29/5/18	30 November 19
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Managers completed mental health and well-being awareness training and H&S leadership workshop certification.	Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 e	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	As previously, Departmental Fire Policy and Fire Management plan implemented. Ongoing action	Martin Rodman	29/5/18	1/6/19
OSD TC 001 a	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	This is an ongoing action	Hadyn Robson; Andy Thwaites	29/05/18	31-Mar-2019

OSD TC 001 b	<p>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.</p> <p>Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.</p>	Ongoing item	Hadyn Robson	29/05/18	31-Mar-2019
OSD TC 001 c	<p>Undertake quarterly reviews of the regular health and safety audits</p> <p>Ensure risk assessments and safe systems of work are up to date.</p> <p>Ongoing</p>	Ongoing item	Hadyn Robson	29/05/18	31-Mar-2019

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
<p>OSD 002 Extreme weather summary risk 30-Aug-2017 Colin Buttery</p>	<p>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</p> <p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p>Event: Severe weather at one or more site</p> <p>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.</p>	 <p>Likelihood</p>	<p>6</p> <p>Impact</p>	<p>Risk remains at current level. Actively monitored by sites. Risk reviewed at SLT 15/5/18; agreed to review annually or by exception. Risk target date changed to reflect this.</p> <p>22 May 2018</p>	 <p>Likelihood</p>	<p>6</p> <p>Impact</p>	<p>31-Mar-2019</p>	<p></p> <p>Constant</p>

	This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.						
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 010 a	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. This is managed through: <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	Issues around the new Corporate Tree maintenance contract have been highlighted and contractor attendance has improved. Situation is being monitored			Gary Burks	14-May-2018	31-Jul-2018
OSD EF 009 a	Review and update plan	ongoing review			Martin Newnham	18-Apr-2018	01-Apr-2019
OSD NLOS 003	Site plans reviewed annually or following incident if appropriate. Next review date September 2016	Further conversation to be held with Corporate Property Facilities Manager at Guildhall to finalise call out response procedure for Divisional Staff, e.g. call centre response to out of hours calls. Meeting to be held by mid May 2018.			Richard Gentry	20-Apr-2018	31-Mar-2018
OSD P&G 005 a	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.	Annual tree planting programme in place. Consideration given to species variety.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 005 c	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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action			Martin Rodman	29/5/18	1/6/19
OSD TC 005 a	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing Site information/resources shared with emergency services. Plan reviewed annually, and last review was March 2018. .			Hadyn Robson	29/05/18	31-May 2019

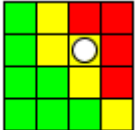
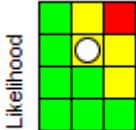

OSD TC 005 b	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The site continues to monitor and respond to warnings of extreme weather	Hadyn Robson	29/05/18	31-May 2019
OSD TC 005 c	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues	Hadyn Robson	29/05/18	31-May 2019

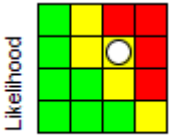
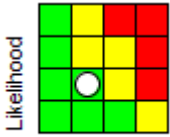

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 009 Reputational Risk Associated with OS Act Page 26 -Jun-2018	This risk summaries the reputational risk across the Open Spaces Department due to changes to provision which will be made under the terms of the OS Act. Causes: Changes to public service provision enabled by the OS Act, as mandated by central efficiency savings. Event: Large-scale public backlash resulting in national media coverage. Impact: Severe knock-on effect for the reputation of the City of London Corporation. Loss of trust in the City of London Corporation and associated business impact, both for our services and the services of affiliated businesses. Potential for direct action on our sites, as publicly accessible areas which could be targeted for protest. Political impact as MPs become involved. This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	6	New risk added June 2018 to reflect the successful passage of the OS Act and the changes which are to be made under these new terms. SLT agreed this risk was significant enough to justify reporting corporately. 13 Jun 2018	 Likelihood Impact	4	31-Dec-2020	Constant
Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date	
		New actions to be identified at a Divisional level as plan for implementing opportunities that arise from the Bill are timetabled.			Superintendents at sites affected by the Open Spaces Act	June 2018	September 2018	

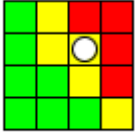
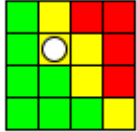
Appendix 3




City Gardens and West Ham Park Detailed Risk Report

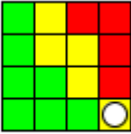
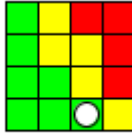

Rows are sorted by Risk Score


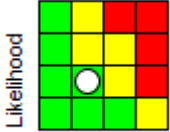

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance buildings, memorials, play areas and equipment 21 Nov-2015 Stella 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 Impact	12	Continues to be actively monitored under the new maintenance contract. 23 Mar 2018	 Likelihood Impact	6	01/06/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Monthly meeting held with APFM to ensure ongoing programme is on track. On site reactive work monitored and issues fed back at Client Liaison meetings.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual programme in place for lodge inspections			Lucy Murphy;	29/5/18	30/10/18	
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting.			Martin Rodman	29/5/18	1/6/19	

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	<p>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</p> <p>Event: Sites become infected by plant or tree diseases</p> <p>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.</p>	 Likelihood	12	Risk may be upgraded to red after discussion due to the discovery of OPM within the City. Continues to be actively monitored. 23 Mar 2018	 Likelihood	4	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 004	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, SLT, and other avenues.			Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020	
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections done in September. Next set to be completed beginning of May.			Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Mar-2020	
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.			Martin Rodman	28-Mar-2018	30-Apr-2020	
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.			Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020	


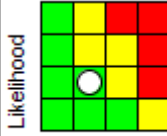

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; Martin Rodman	<p>Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced</p> <p>Event: Severe weather/climate impacts at one or more sites</p> <p>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.</p>	 <p>Likelihood</p>	12	Discussed at most recent H&S Improvement Group meeting. Sites shared their approach to extreme weather events. Actively monitored and logged in the HSIG minutes. 23 Mar 2018	 <p>Likelihood</p>	6	1/6/19	Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 005	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.	Annual tree planting programme in place. Consideration given to species variety.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	
OSD P&G 005	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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action			Martin Rodman	29/5/18	1/6/19	

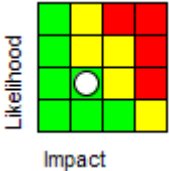
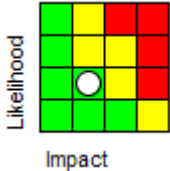

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin 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 Impact	12	Increase in use of our sites is a net positive as it shows successful engagement with our communities and carries with it a host of other positive outcomes, but also puts sites at risk of deterioration and pressure on our budgets. We monitor both visitor numbers and maintenance budgets actively as part of ongoing efforts to mitigate this risk. Commented on Newham’s local plan. 23 Mar 2018	 Likelihood Impact	6	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 007a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.			Martin Rodman; Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Mar-2020	
OSD P&G 007b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues. Developments by Islington around Bunhill Fields are being monitored.			Martin Rodman; Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Dec-2020	

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  Impact	8	Senior staff actively engage with the City Resilience Team to ensure we are prepared in the event of a major incident, and plans are in place to help mitigate this risk. 23 Mar 2018	Likelihood  Impact	4	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 008	Review and update emergency plan	A review was undertaken in August 2017 and the Emergency Plan was updated accordingly. Next review due August 2018			Martin Rodman	29/5/18	1 Sept 2018	
OSD P&G 008	Attendance at Resilience Forum and dissemination of learning therefrom. Attendance at Public Realm Security Advisory Board bi-monthly	Superintendent is Departmental representative. This action is ongoing			Martin Rodman	29/5/18	1/6/19	
OSD P&G 008	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training rolled out through staff meetings. Ongoing action.			Lucy Murphy; Martin Rodman; Jake Tibbets	29/5/18	1/6/19	

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	Actively monitored by all staff. Incidents are reported and investigated in a timely fashion and held to account by the H&S Improvement Group. 23 Mar 2018	 Likelihood Impact	4	1/6/19	 Constant
Action no	Description	Latest Note				Managed By	Latest Note Date	Due Date
P&G 001	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group This is an ongoing action				Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 b	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 implemented with existing contractors and rolled out to new contractors as required This is an ongoing action				Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 c	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.				Patrick Hegarty	29/5/18	30 November 19
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Managers completed mental health and well-being awareness training and H&S leadership workshop certification.				Lucy Murphy; Jake Tibbets	29/5/18	1/6/19

OSD P&G 001e	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	As previously, Departmental Fire Policy and Fire Management plan implemented. Ongoing action	Martin Rodman	29/5/18	1/6/19
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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 Impact	6	Ongoing issues with anti-social behaviour in our parks are being tackled by active engagement with city enforcement teams. 23 Mar 2018	 Likelihood Impact	4	01-Apr-2019	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 006	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 SNT's over recent park issues. Park guard extended with targeted problem sites in the City.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	
OSD P&G 006c	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	'Park guard' patrols Bunhill Fields. Newham Dog Control Orders updated and implemented			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	

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 003 Finance - SBR Roadmap 25-Nov-2015 Stella Fox; Martin Rodman	<p>Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues</p> <p>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</p> <p>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.</p>		4	<p>Programmes are proceeding at pace, although work is in progress to review the P&P portfolio. This is expected by mid-year 2018.</p> <p>Risk downgraded to Green in line with current roadmap projections.</p> <p>23 Mar 2018</p>		4	31-Mar-2020	 Decreasing
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 003	Deliver the Programmes and projects that will help achieve SBR savings	Options review Group have met 3 times. Options stage 2 report produced Gateway 4 report to identify preferred options to committee in July 2018 Subject to approvals and funding, delivery of preferred option in 2019/2020			Martin Rodman	29/5/18	2019/2020	

Agenda Item 9

Committee(s)	Dated:
Open Spaces & City Gardens Committee	16 July 2018
Subject: Revenue Outturn 2017/18 – Open Spaces & City Gardens	Public
Report of: The Chamberlain & the Director of Open Spaces	For Information
Report author: Derek Cobbing – Chamberlains Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2017/18 with the final agreed budget for the year. In total, there was a break-even position for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget £000	Revenue Outturn £000	Increase/ (Decrease) £000
Local Risk			
Director of Open Spaces			
Expenditure	(2,622)	(2,454)	168
Income	730	643	(87)
Director of the Built Environment(City Gardens)	(125)	(124)	1
City Surveyor	(291)	(217)	74
Recharges	261	105	(156)
Total	(2,047)	(2,047)	-

The Director of Open Spaces better than budget position of £81,000 (Local Risk) is mainly due to a planned underspend in the Directorate, further details can be found under 4a).

This Outturn position has been aggregated with budget variations on services overseen by other committees, which produces a City's Cash overall worse than budget position of £42,000 (Local Risk) and a better than budget Local Risk position of £505,000 for City Fund (the majority of which is an increase in income generated at the Cemetery, further detail can be found in paragraph 7) across all Open Spaces. It should be noted that Open Spaces is unable to benefit from any over achievement of income from Tower Bridge.

Details of the £74,000 decrease in the City Surveyor can be found under 4b).

Details of the £156,000 decrease in income from Recharges can be found under 4c).

Recommendation(s)

It is recommended that this revenue outturn report for 2017/18 and the consequential implications for the 2018/19 budget are noted.

Main Report

Budget Position for 2017/18

1. The 2017/18 latest approved budget for the services overseen by your Committee received in December 2017 was £2.061M. This budget was endorsed by the Court of Common Council in March 2018 and subsequently updated for approved adjustments. Movement of the original Local Risk budget to the final agreed budget is provided in Appendix A with explanations for larger variances over £50,000.

Revenue Outturn 2017/18

2. Actual net expenditure for your Committee's services during 2017/18 totalled £2.047M which is the same as the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income.

City Gardens, Bunhill Fields & The Open Spaces
Directorate
Comparison of 2017/18 Revenue Outturn with Final Agreed
Budget

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	(Increase) Decrease £000	Reason*
LOCAL RISK						
Director of Open Spaces						
City Gardens						
	Expenditure	(1,379)	(1,644)	(1,592)	52	
	Income	365	500	457	(43)	
		(1,014)	(1,144)	(1,135)	9	
Bunhill Fields						
	Expenditure	(115)	(118)	(120)	(2)	
	Income	-	-	-	-	
		(115)	(118)	(120)	(2)	
Directorate						
	Expenditure	(454)	(466)	(413)	53	
	Income	-	-	5	5	
		(454)	(466)	(408)	58	4a)
Learning Programme						
	Expenditure	(385)	(394)	(329)	65	
	Income	379	230	181	(49)	
		(6)	(164)	(148)	16	
Total Director of Open Spaces Local Risk		(2,333)	(2,622)	(2,454)	168	
Total Director of Open Spaces Local Risk		744	730	643	(87)	
Director of the Built Environment (City Gardens)						
		(125)	(125)	(124)	1	
City Surveyors Local Risk						
		(58)	(42)	(41)	1	
City Surveyors Additional Works Programme						
		(362)	(249)	(176)	73	
Total Other Local Risk		(545)	(416)	(341)	75	4b)
TOTAL LOCAL RISK		(2,134)	(2,308)	(2,152)	156	
RECHARGES						
	Insurance	(18)	(19)	(15)	4	
	Admin Buildings	(80)	(72)	(72)	-	
	Support Services	(217)	(216)	(312)	(96)	
	Surveyor's Employee Recharge	(60)	(62)	(75)	(13)	
	I.S. Recharge	(84)	(107)	(110)	(3)	
	Capital Charges	(33)	(24)	(25)	(1)	
	Recharges Within Fund (Directorate, Democratic Core, & Learning)	510	575	535	(40)	
	Recharges Across Fund (Directorate Recharges)	87	186	179	(7)	
TOTAL RECHARGES		105	261	105	(156)	4c)
OVERALL TOTAL		(2,029)	(2,047)	(2,047)	-	

Reasons for Significant Variations

4. a) The Directorate's £58,000 better than budget position is mainly due to an underspend in indirect employee related expenditure, this underspend was a planned saving in order to bring the department's overall Local Risk City Cash Position closer to budget.

b) The £73,000 better than budget position under the City Surveyor's Additional Works Programme is mainly due to a number of projects which were expected to complete in 2017/18 but will now complete in early 2018/19. These projects will still complete within the three year cyclical works programme timeframe.

c) The £156,000 decrease in income from Recharges is a combination of a reduction in income from recharging at the Directorate and Learning as net expenditure was lower than anticipated, and an increase in Support Services (Central Support) where there was an increase in requirement for support time provided by the Comptroller and City Solicitor on work relating to Crossrail (Finsbury Circus), I.T. (in relation to the Transformation Project), and the City Surveyor on work that was undertaken on delivery of AWP & CWP projects/Delivery of the SKANSKA contract and related FM tasks/Corporate advice etc.

Local Risk Carry Forward to 2018/19

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2018/19 budgets.
7. The Director's better than budget position of £81,000 (Local Risk) has been aggregated with budget variations on services overseen by other committees which for City's Cash produce an overall worse than budget position of £42,000 (Local Risk), and for City Fund a better than budget Local Risk position of £505,000 (the majority of which is due to a managed over production of income to cover internal recharges and to enable an optimal transfer to reserves to help replenish the reserve following its use to fund the 'Shoot' Project). The Director of Open Spaces has not submitted a 'carry forward' request.

Appendices

- Appendix A – Movement between Original 2017/18 and the final agreed Budget

Derek Cobbing

Senior Accountant

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Appendix A

Movement between the 2017/18 Original Budget and the 2017/18 Latest Approved Budget.

	£000
Original Local Risk Budget (Director of Open Spaces & City Surveyor)	(2,134)
Director of Open Spaces	
Employees - The majority of this increase is due to a 0.5% increase in pay, a 3.5% increase in Superannuation, contribution pay, and three apprentices at City Gardens.	(171)
Supplies & Services – The majority of this increase in movement is due to a approved carry forwards within Equipment, Furniture, and Materials in City Gardens.	(118)
Aggregated Minor Variations	(14)
City Surveyor	129
When the original budget was set for the year it included an estimation for the work within the additional and cyclical work programmes that would be delivered during the year. Officers plan and refine their projects during the start of the year and the budget is then revised to reflect their programme for the year to reflect operational requirements of occupying departments and more strategic changes.	
Final Agreed Local Risk Budget (Director of Open Spaces & City Surveyor)	(2,308)

Explanations are only provided for larger movement in budgets (greater than £50,000).

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Committees	Dated:
Open Spaces & City Gardens Committee Epping Forest & Commons Committee West Ham Park Committee Hampstead Heath, Highgate Wood & Queens Park Committee	16 July 2018 9 July 2017 16 July 2018 5 Sept 2018
Subject: Open Spaces Business Plan year-end report 2017/18	Public
Report of: Director of Open Spaces	For Information
Report author: Gerry Kiefer, Business Manager	

Summary

2017/18 was a year of embedding change, with a new Director and new services joining the Department. Services have continued to perform well with high levels of customer satisfaction recorded and numerous accreditations from organisations such as Green Flag, London in Bloom and Visit England. There has been consistent achievement of performance measures with slight improvement upon the previous year. Net local risk expenditure for services that are the responsibility of the Open Spaces and City Gardens Committee came in very slightly (0.2% / £28k) overspent. The Open Spaces Act received Royal assent on 15 March 2018 and this will enable the charities to enhance their ability to optimise income generation.

Recommendation

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

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements within City Gardens as detailed in appendix 2
- Note the achievements across the other Open Spaces Service Committees as detailed in appendices 3 to 6

West Ham Park Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements at West Ham Park as detailed in appendix 3

Hampstead Heath, Highgate Wood & Queens Park Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements at Hampstead Heath, Highgate Wood & Queens Park as detailed in appendix 4

Epping Forest and Commons Committee - Members of the are asked to:

- Note this report and the achievement against performance measures as detailed in appendix 1.
- Note the achievements at the Commons and Epping Forest as detailed in appendices 5 and 6

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan for 2017/18 in May 2017. To achieve our objectives the Business Plan identified a number of key programmes and projects. Performance against the Departmental objectives is measured by an agreed set of Performance Measures as detailed in Appendix 1.

Current Position

2. 2017/18 has been a year of embedding change (new Director and the addition of Tower Bridge, the Monument and Keats House to the Department) and maintaining service standards and customer satisfaction whilst meeting the challenges of efficiency savings.
3. Across the Department there have been many achievements over the last year and some key achievements are listed below. Additional examples by service Committee are included in Appendices 2 to 6. Detailed information about achievements and performance in relation to the Cemetery and Crematorium, Tower Bridge, Monument and Keats House will be detailed in separate reports to the Port Health and Environmental Services Committee, and Culture, Heritage and Libraries Committee.
4. **Major achievements in 2017/18:**
 - The Open Spaces Act received Royal assent on 15 March 2018.
 - Epping Forest Consultative Committee launched, and first meeting held. Now established in governance calendar.
 - 24 apprentices are working across the Department in roles as varied as arborists and digital communications
 - 15 Green Flags and 13 Green Heritage Awards are awarded to the City of London
 - Tower Bridge is awarded a Visit England Gold Accolade which 'recognises attractions where the visitor experience is of the highest quality'. Of 1,000 UK attractions participating in the assessment scheme, only 15 received Gold Accolades in 2017.
 - Completion of 3 solar panel installations on buildings across Epping Forest and Hampstead Heath.
 - Creation of Local Fleet and Plant Management Plans designed to reduce associated costs and improve operational efficiency.
 - An average of 91% of respondents to the annual 'snapshot' survey stated their level of satisfaction with the open spaces as good or very good.
 - 87% of 400 visitors at the Cemetery and Crematorium rated the features and facilities as 'very good' or 'good'.

- Learning Programme engaged 82,849 people in learning activities; 19% above our two-year target of 69,604.
- The Vision for Hampstead Heath has been developed as an outcome of the community engagement which has taken place.
- A new Verderer was elected to Epping Forest and City Commons Committee
- Seething Lane Gardens Project was completed in 2017/18 within programme and £8k below approved budget of £137k
- Kenley Revival Project met all targets for education activities and volunteering opportunities.
- Windows 10 rolled out across the Department and IT transformation provided laptops to enable more flexible ways of working, and improved connectivity from remote and non-CoL sites.
- £181k transactions for tennis through Clubspark on-line booking system reduced cash handling on site and provided a better customer service

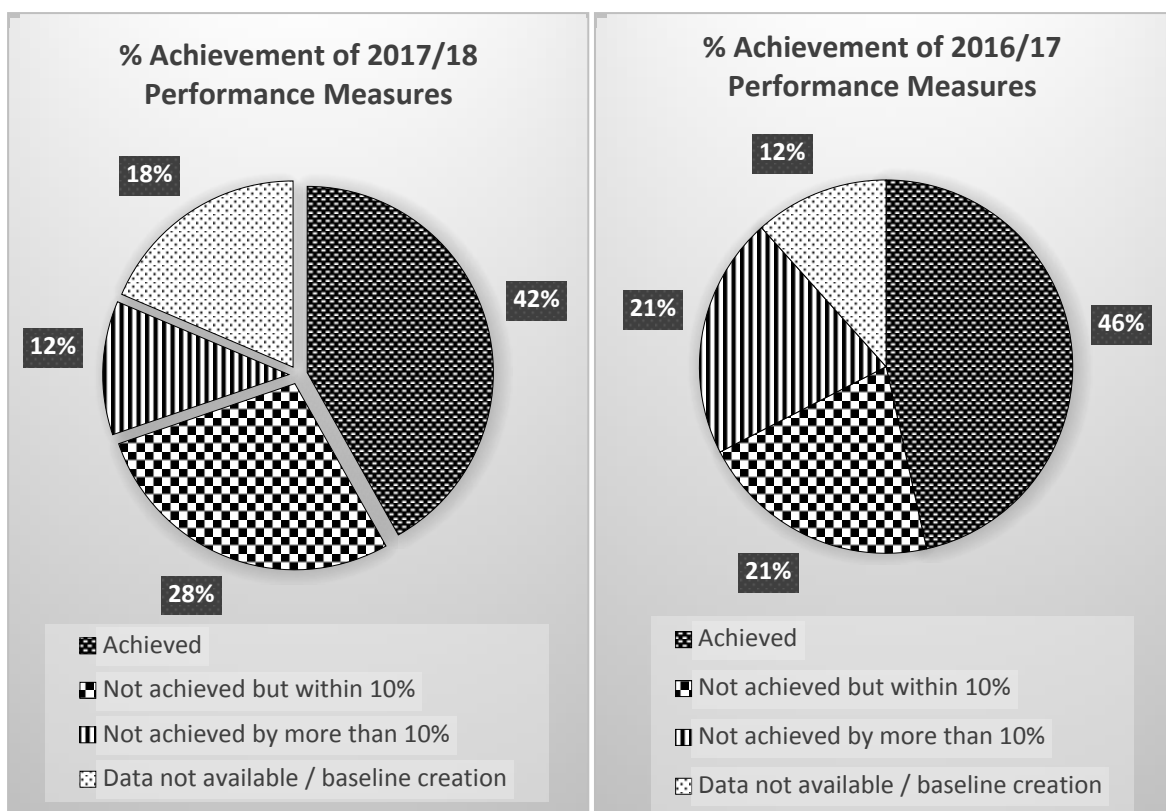
5. The Business Plan identified several key Programmes and Projects and their performance is listed below:

Programmes and Projects	Progress Achieved during 2017/18
Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)	Successful implementation of a new data collection policy to help track diversity of our visitors across sites. This will allow us to compare data and maintain GDPR compliance in the new year.
Continuously develop the visitor offer at the Department's heritage attractions in terms of content, processes, technology and customer service	Tower Bridge: <ul style="list-style-type: none"> • New content and technologies implemented as part of full interpretation overhaul in the Engine Rooms • Artist in Residence programme established • Staff received the 2017 Celebrating Our People award for Excellence in Customer Service Keats House: <ul style="list-style-type: none"> • developed the <i>Keats and Milton: Paradise Lost</i> temporary exhibition • delivered an events programme of c. 90 events, which was attended by 4,795 people.
Develop and deliver fundraising options (Fundraising Board)	Researching the potential of legacy funding and the infrastructure/process required to make this available and easily accessible for potential donors.
Increase participation and improve management of sports (Sports Programme)	Tennis participation levels captured on Clubspark which provides accurate usage data. Formal booking procedures at Hampstead Heath Athletics Track now requires clubs to provide usage monitoring and data management.
Deliver opportunities arising from improved management capability from the Open Spaces Bill	Open Spaces Act received Royal Assent on 15 March 2018. New opportunities to be progressed in 2018/19 now the Act is in place.
Protect our open spaces and generate income from Wayleaves Programme	Preparation and research complete ready to launch next phase of wayleave enforcement to protect Forest land now that the Act is in place.
Increase income generation and ensure appropriate and transparent	New Events and Licencing policies have been piloted at Epping Forest, giving clarity to applicants and transparency on associated charges.

charging (Promoting our Services Programme)	Draft events policy presented to some Consultative Committees for comment in 2017/18.
Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme)	Completion of 3 solar panel installations on buildings across Epping Forest and Hampstead Heath to increase energy generation (providing 64,000kw of electricity per annum), reduce emissions, reduce costs and raise long term income
Reduce fleet operating and maintenance costs (Fleet Programme)	Local Fleet and Plant Management Plans completed for OS Divisions which set out how each Division will achieve long term reductions in associated running costs, an overall reduction in vehicle/plant numbers coupled to a replacement programme for the remainder to procure electric/hybrid vehicles to further reduce budget and environmental impacts.

Performance Measures

6. The 2017/18 Business Plan report identified 43 measures which would gauge our performance against our Departmental objectives. These performance measures built on the three-year targets set in 2016/17 with the addition of measures relating to Tower Bridge, Monument and Keats House.
7. This list of performance measures as they relate to this Committee including the results for 2017/18, the target for 2017/18 and, for comparison, our performance in 2016/17 is contained within appendix 1.
8. Members will note that we are still waiting for data to finalise year end performance of 6 utility and fuel measures. This data is most accurately provided centrally and is not available until mid/late July.
9. The Performance Measures were divided into eight groupings: Departmental, Health & safety, HR, Sports Board, Cemetery & Crematorium, Learning Programme, Tower Bridge & Monument, Keats House. Generally, performance has been consistent with previous years with 18 measures (42%) being achieved and 12 measures just missing the target by less than 10%. For two measures the data was either not collected (staff survey) or data has been collected for the first time, thus establishing a baseline against which a target can be set for 2018/19. The pie chart below shows our comparative performance between this 2017/18 and 2016/17. This will be updated once the full data is available for utilities and fuel.



10. Appendix 1 provides the detail behind the performance measures. Key findings from analysing the data for 2017/18 show that:
- The Department continues to overachieve on the target scores for Green Flag awards
 - Tennis bookings were above target at three of the four sites
 - Football bookings generally have closely missed their targets apart from West Ham Park and Epping for which explanations are given in paragraph 12.
 - The Learning Programme achieved all its performance measures.
 - The number of 'visitors' to the Open spaces webpages is significantly higher than the target
11. There were five measures where the target was missed by more than 10% and these are listed below together with the reasons.

Targets that were missed by more than 10%	Reason for missing targets
Increase the amount of directly supervised volunteer hours	Changes in personnel in 2016/17 meant that recorded data included all volunteers working with sports clubs at some divisions and wasn't recorded in following year. A guide is being established so all PI collators are clear on how / what to collect.
Number of football bookings at WHP	82 bookings against a target of 96, mainly due to a team not using the pitch for training sessions this year. Additional marketing will be carried out in 2018 to raise awareness of the parks pitches and attempt to engage with additional teams.

Number of football bookings at Epping	Numbers below previous years but change in personnel has identified likely differences in data collection methodology. A guide is being established so all PI collators are clear on how / what to collect.
Visitor numbers at the Monument	Downturn in London tourism economy following London terrorism attacks.
Overall income target at the Monument	Downturn in London tourism economy following London terrorism attacks.

Corporate & Strategic Implications

12. The 2017/18 Business Plan report (May 2017) showed how the Department contributed to the previous Corporate Plan; particularly in relation to strategic objectives:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation

13. The Department particularly helps to achieve the 2018-2023 Corporate Plan's aims to:

- Contribute to a flourishing society and
- Shape outstanding environments

Implications

14. **Finance:** Excluding the local risk budgets aligned to service areas outside the responsibility of the Open Spaces and City Gardens and other Open Spaces service Committees (Cemetery & Crematorium, Tower Bridge, Monument and Keats House) the Department spent 99.5% of its local risk expenditure budget and achieved 98% of its local risk income target. Thus, its overall net position was £28k overspent.

15. The table below shows the income and expenditure 'budget' and 'year end outturn' for each Open Space division.

	Expenditure budget £	Outturn expenditure £	Income budget £	Outturn Income £	Total net budget £	Net outturn £
Epping Forest	4,177,000	4,142,318.75	-1,565,000	-1,459,790.30	2,612,000	2,682,528
Hampstead Heath	5,743,000	5,871,683.91	-1,344,000	-1,403,435.34	4,399,000	4,468,249
West Ham Park	888,000	919,447.84	-281,000	-313,077.25	607,000	606,371
Queens Park, Highgate Wood	1,041,000	1,028,051.67	-154,000	-163,609.15	887,000	864,443
City Gardens & Bunhill Fields	1,762,000	1,711,890.02	-500,000	-456,955.71	1,262,000	1,254,934
The Commons	1,918,000	1,899,197.16	-342,000	-331,230.07	1,576,000	1,567,967
Directorate	466,000	412,830.08	0	-4,686.56	466,000	408,144
Learning	394,000	329,340.04	-230,000	-181,172.68	164,000	148,167
TOTAL	16,389,000	16,314,759	-4,416,000	-4,313,957	11,973,000	12,000,802

Property:

16. Two properties which Members declared surplus in 2016/17 as part of the Operational Property Review were sold in 2017/18 for £2.85 million.

Conclusion

17. The Department performed well against targets in 2017/18, progressed and completed many significant pieces of work and effectively managed its budget.

Appendices

Appendix 1- Business Plan Performance Measures

Appendix 2 - Key achievements at City Gardens

Appendix 3 - Key achievements at West Ham Park

Appendix 4 - Key achievements at Hampstead Heath, Queens Park & Highgate Wood

Appendix 5 - Key achievements at Epping Forest and The Commons

Background Papers

Open Spaces & Heritage Business Plan 2017/18 – Open Spaces & City Gardens Committee; May 2017.

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Appendix 1 – Business Plan Performance Measures

DEPARTMENTAL	2016/17 Actual (annual)	2017/18 Performance Target	2017/18 Actual (annual)
Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	ACHIEVED 15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	ACHIEVED 15 green flag sites overall band scores 60% = 80+ 33% = 75 – 79 7% = 70 - 74
Retain 12 green heritage awards and increase this to 13 sites by 2018/19	ACHIEVED 12 Green Heritage Awards	12 Green Heritage Awards	ACHIEVED 13 Green Heritage Awards
Achieve our Departmental net local risk budget.	£ 9,578,718	£10,543,000	ACHIEVED £9,657,760
Reduce utility consumption (electric)	MISSED 1815781 (+5.7%)	2.5% reduction on 2016/17 performance = 1,770,386	Awaiting Q4 data 1096440 Kw/hrs
Reduce utility consumption (gas)	ACHIEVED 3439608 (-8%)	2.5% reduction on 2016/17 performance = 3,353,617	Awaiting Q4 data 699,688 Kw/hrs
Reduce fuel consumption (white & red diesel)	MISSED 67931 (+10.8%)	5% reduction on 2016/17 performance = 64,534	Awaiting Q4 data 63590 litres
Reduce fuel consumption (petrol)	MISSED 2064 (+3.5%)	5% reduction on 2016/17 performance = 1,960	Awaiting Q4 data 2039 litres
Reduce fuel consumption (small fuels)	MISSED 14201 (+4.2%)	5% reduction on 2016/17 performance = 13,490	Awaiting Q4 data 6567 litres
Increase electricity generation	MISSED 44861 (-12.2%)	A further two additional buildings generating 50KWH each	Awaiting Q4 data 14955 Kw/hrs
Increase the amount of directly supervised volunteer work hours	Directly and indirectly combined: 43,140	2016/17 performance plus 5% = 45,297	MISSED $\geq 10\%$ 36,526
Increase the amount of indirectly supervised volunteer work hours	Establish Baseline		New baseline 7,670.5
Increase the amount of unsupervised volunteer work hours	Establish Baseline 16,401	2016/17 performance plus 5% = 17,221	ACHIEVED 19,896.52
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'.	ACHIEVED 88%	2016/17 performance plus 5% = 93%	Misled $< 10\%$ 91%
Increase the number of 'visitors' to the Open spaces webpages.	MISSED 558,2592	2016/17 performance plus 10% = 614,451	ACHIEVED 767,076
H&S	2016/17 Actual (annuals)	2017/18 Performance Target	2017/18 Actual (annual)
Increase the percentage of H&S accidents that are investigated within 14 days.	MISSED 62%	83%	Misled $< 10\%$ 78%
Description - HR	2016/17 Actual (annuals)	2017/18 Performance Target	2017/18 Actual (annual)
Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	ACHIEVED Feb 2016-Jan 2017 = 3.2 FTE Working Days Lost per FTE	3.3 days FTE Working Days Lost per FTE	ACHIEVED 3.18 FTE Working Days Lost per FTE

Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	MISSEDFeb 2016 to Jan 2017 = 2.68 days Long-Term FTE Working Days Lost per FTE	2.35 days FTE Working Days Lost per FTE	Missed < 10% 3.13 FTE Working Days Lost per FTE
Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Survey not undertaken	94%	Survey not undertaken
SPORTS BOARD	2016/17 Actual (annuals)	2017/18 Performance Target	2017/18 Actual (annual)
Increase the amount of tennis played across our sites.	ACHIEVED 1,822 Adults 993 Concess (total 2,815)	WHP: increase court hours used by 40% on 2016/17 actual = 3,941	ACHIEVED 2700 Adults 1264 Concess 2769 Coaches (total 6,733)
	Parliament Hill: 6,677 Adults 4,266 Conc U/K 591	Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual = 12,131	Missed < 10% Parliament Hill: 7,299 Adult 4,116 Concession 11,415 Total
	MISSED Golders Hill Park: Adults 1,306 Conc 798	Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual = 2,209	ACHIEVED Golders Hill Park 1,777 Adult 1,402 Concession 3,179 Total
	ACHIEVED Queens Park: 3,585 Adults 585 Conc U/K 439	Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual = 4,839	ACHIEVED Queen's Park 4,181 Adult 961.5 Concession 5,142.5 Total
	ACHIEVED Total of 91 bookings	WHP increase bookings by 5% on 2016/17 actual = 96	MISSED \geq10% 82 bookings
Increase the amount of football played across our sites.	MISSED 3,045 Bookings	Epping increase bookings by 2% on 2016/17 actual = 3105	MISSED \geq10% 2,209
	ACHIEVED 154 bookings Need to know the breakdown of adult and junior bookings in order to set the target for 17/18	Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2016/17 actual =	Missed < 10% Heath Extension = Adult 0 bookings Junior 145 bookings
	MISSED 6 bookings	Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual = 6	ACHIEVED Parliament Hill = Adult 13 bookings Junior 51 bookings
	MISSED 43 bookings	Highgate Wood increase adult bookings by 5% on 2016/17 actual = 45	Missed < 10% 40 bookings
Increase the number of golf visits at Chingford Golf Course.	19,169	Increase 2016/17 baseline figure by 5% = 20,127	Missed < 10% 18,677

LEARNING PROGRAMME	2016/17 Actual (annuals)	2017/18 Performance Target	2017/18 Actual (annual)
Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	ACHIEVED 86% of participants surveyed	80% of participants surveyed	ACHIEVED 100%
Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	ACHIEVED 93% of participants surveyed	60% of participants surveyed	ACHIEVED 94%
Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	ACHIEVED 45% of participants surveyed	50% of participants surveyed	ACHIEVED 51%

Appendix 2 – Additional achievements at City Gardens

- Numerous planting and infrastructure improvements both within the gardens and on the highway with replanting and other works taking place at Seething Lane, Mitre Square, Tower Hill Gardens, Smithfield Rotunda and Cleary Gardens.
- Work is in the final stages on the public realm enhancement project at Aldgate.
- The City Gardens team has been grateful for the continued support of Friends of City Gardens, whose fantastic work this year has included Open Squares Weekend, walks, talks, visits and activities across a range of green spaces, organised in conjunction with City of London Corporation's LEN the city in bloom awards; "Clean and Green for Seventeen: An Air Quality Challenge". This was a campaign that recognised the work of community groups, businesses and residents in making the Square Mile a greener place with cleaner air. They also rejuvenated and are helping maintain Church Entry garden.
- We have recruited four apprentices this year, two at NVQ level 2 horticulture and one NVQ level 3 who is a Project Support apprentice
- Awards – Green Flag and Green Heritage awards were both retained at Bunhill Fields. City Gardens enjoyed a success in this year's London in Bloom awards, becoming overall winner in the Town category (based on population size). St Olave's Churchyard, Hart Street won gold and overall winner of Churchyard of the year award. Beech Gardens, the Barbican Estate won Gold in the Small Park/Garden category. St Dunstan in the East won Gold in the Small Park/Garden category. Due to this success we were invited to enter this year's Britain in Bloom national competition in 2018.
- Events – Festival Gardens hosted a very successful open-air film screening in August, organised by Nomad Cinema and sponsored by both Brookfield Property Partners and Cheapside Business District. The event sold out and received very positive feedback from the sponsors, organisers and members of the audience. We are partnering with Nomad again this year and hoping to recapture the success of last year's event.

APPENDIX 3 – Additional achievements at West Ham Park

- West Ham Park was awarded Gold at London in Bloom (up from Silver Gilt last year) and retained its Green Flag and Heritage awards but increased its overall score in both.
- SBR targets were delivered and additional revenue brought in e.g. hire of bandstand as well as events, e.g. Brining Communities together
- Two residential lodges continue to be leased externally and yield an income for the City.
- First year of trading for the ‘Snack Shack’ a pop-up food concession based in the park serving hot and cold drinks and food from May to September. Although trade was slow to begin with, the summer yielded higher customer numbers. Feedback from the public was good with supportive comments being received.
- Committee approval was granted for the extension of the Nature garden in 2018/19 increasing the amount of habitat on site for wildlife and space for children and adults to connect with it.
- Options Review Group was formed to inform the review of the Nursery Site at West Ham Park.
- Approval granted in July 2017 to redesign the playground and explore alternate options for water play. Public consultation on concept designs planned for Summer 2018.
- 197 volunteers were active at West Ham Park throughout the year (number is made up of regular volunteers such as the friends of West Ham Park, corporate volunteers and Wild East and Wild School Volunteers).
- Tennis coaches work with Local Tennis Leagues and the Lawn Tennis Association (LTA) to promote and develop tennis in the park.
- Use of tennis courts has increased by 65% since renovation works in 2016 meeting planned targets (6,733 hours of play in total on the courts).
- The Park’s tennis coaches secured Pay Tennis funding from the LTA to deliver sessions for 12-15 year olds over an 8 week period between May and June.
- 5,392 adults and children attended tennis coaching courses throughout the year.
- Through the Newham Cricket Development Group the Park supports cricket development in the borough. Festivals and summer camps provide informal ways for local children to engage with cricket. West Ham CC junior team continues this path way into the more formal game.
- Capital Kids Cricket (CKC) launched ‘All Stars’ a new programme from the English Cricket Board aimed at getting more children playing cricket, West Ham Park has seen one of the highest numbers of children registering in East London with 30 signed up. CKC also started a female training group in 2017 with good take up.

Appendix 4 - Additional achievements at Hampstead Heath, Queens Park and Highgate Wood

- Successful continuation of Ponds restoration works following the completion of the successful Hampstead Heath Ponds Project in 2016. Positive feedback has been received from visitors and 6 awards have been received for the Project, including Civil Engineering Project of the Year (£10m - £50m) at the British Construction Industry Awards.
- Green Flag status has been retained at Highgate Wood, Queen's Park and Hampstead Heath. Golders Hill Park achieved a Gold London in Bloom award for the Hill Garden and Pergola and was the overall category winner (Walled Garden Category). The Park also won Gold in the Large Park category.
- A range of consultation and engagement with respect to the draft Hampstead Heath Management Plan, which will cover the period 2018-2027, has taken place. The Vision for Hampstead has been developed as an outcome of the engagement which has taken place. This information has informed the Outcomes Framework, which will be an important part of the overall Management Framework.
- Plans to deliver improvements at the East Heath car park, in partnership with the City Surveyor are in place and the works will commence in Summer 2018. This will provide improved health and safety and drainage.
- A vision for the Zoo at Golders Hill Park to ensure that it is a sustainable facility has been developed.
- Plans have been developed and a range of community engagement has taken place with respect to a review of the Adventure and Peggy Jay Playgrounds at Parliament Hill. Work is due to commence in Autumn 2018.
- Heath Hands continue to provide positive support to the Division and have received a City Bridge Trust Grant, which has been used to employ a part time Community Heath Project Assistant who has been involved in a range of outreach projects, to bring new audiences to the sites.
- The control of Oak Processionary Moth (OPM) and Massaria continues to be a focus for the Tree Team. Numbers of affected trees have increased significantly, as is the trend. Trees were sprayed in the spring and the team continue to work with The Forestry Commission and colleagues to find solutions to manage this issue.
- The English National Cross-Country Championships took place in February, and the site restoration was assisted by two Shire Horses, which were brought on to help.
- Community events continue to be held on Hampstead Heath, Highgate Wood and Queen's Park to promote culture, health, sport and wellbeing. These have included Give it a Go day, The Queen's Park Day and the Heritage Festival at Highgate wood.

Appendix 5 – Additional achievements at The Commons

Kenley Common

- The Kenley Revival Project has now entered the final year of the project and has enjoyed successes throughout the last twelve months.
- The Learning Festival attracted over 800 hundred schoolchildren who attended several workshops, educational presentations and re-enactments.
- The ‘Sky Heroes’ day attracted over 5,000 visitors enjoying a similar experience to the Learning festival with music from the era and vintage vehicles.
- Planning permission was granted for the renovation of the blast pens and construction of the central spine walls. Most of the conservation and renovation works were undertaken during the year.
- Planning for the new interpretation and waymarking signage has been submitted and await a decision from Croydon Council.
- A new Learning and Volunteer officer is in post as well as an ‘Events Apprentice’.
- The MOD has submitted a planning application to Croydon Council for the erection of a perimeter fence which, it is proposed, will encircle the active and operational parts of the airfield.

Stoke Common Site of Special Scientific Interest

- Year 9 of the 10-year programme to restore the heathland habitat at Stoke Common was completed with most of the larger works now complete. Contractors conducted work on the West Common, removing small trees and opening further heathland habitat.
- All Stoke common was grazed by cattle and or ponies
- Survey work, planning and consultation for the new management plan is underway.

Burnham Beeches Special Area of Conservation

- Development near Burnham Beeches continues to be a cause for concern. However, the City officers’ have an excellent relationship with several of the local authorities, Parish Councils and Natural England and continue to work closely to mitigate the impact of developments near the site. This close working relationship has also been instrumental when consulting with local authorities in respect of their Local Plans.
- 163 hectares at Burnham Beeches was grazed with a combination of traditional and invisible fences.

Ashted Common National Nature Reserve

- Following a very successful first year of the grazing partnership with Surrey Wildlife Trust, with six cows grazing the Common, plans were drafted to increase the grazing area and in turn double the size of the herd on the common. This will assist with the current management plan and in maintaining wood pasture.

Appendix 6 – Additional achievements at Epping Forest

- The Branching Out project has been completed with delivery of visitor hub and gateway signage. The full grant was drawn down; £4,746,204. The project delivered the View Visitor Centre, easy access trails, resurfaced car parks, new signage and interpretation as well as outreach and other benefits.
- New picnic tables and benches have been installed at Wanstead Park alongside some surfacing works. Funded by the Friend of Wanstead Park via a grant from Tesco.
- The Holly Trail café has opened at the Caddie House in Chingford, alongside our own golf shop, and relocated cycle hire facility.
- New Events and Licencing policies have been piloted, giving clarity to applicants and transparency on associated charges. Income from licencing has improved greatly overall, particularly due to one application for temporary site facilities at Bury Road.
- Work on the EFDC Local Plan continues. A stratified visitor survey was carried out in October and November. Focus is currently on the mitigation strategy element. Local Plans for LBWF and LB Redbridge are also being commented upon.
- A number of joint working initiatives have been held, with EF Keepers working together with local enforcement partners, with the focus on vehicles travelling through the Forest, particularly those transporting waste without proper licencing.
- The Alzheimer's Society obtained a grant from The City of London Central Grants Programme to provide singing and dance sessions for people with early stage dementia. These have now commenced at the View, Epping Forest has not made a financial contribution, but the scheme enables the museum to outreach to a new audience.
- Marion Sidebottom has completed her one year artist-in-residency, finishing with an exhibition of her work at The View.
- 800 years of the Forest Charter was celebrated with a float at the Lord Mayor's Show with a team of just under 40 Epping Forest staff, volunteers, friends and family members. We were supported by Epping Ongar Railway who arranged a vintage London bus for the day, 4 members of the Royal Epping Golf Club, and sponsorship of £2,500 from Lathams Timber.
- The replacement of traditional lighting with LED has been completed at all Epping Forest operational buildings, window films to reduce glare and passive solar gain have been fitted at the Warren and the View.
- Photo-voltaic solar panels have been installed and commissioned at Harrow Road, the Warren Ancillary Barn and the Warren Saw Mill resulting in long periods of no energy being drawn from the grid on sunny days.
- Milkwort has been discovered in the Forest once more, considered locally extinct since 2005. The combination of late mowing with the aftermath grazing impacts of the cattle seems to have had the same benefits for this species as it had for Lousewort a decade earlier
- Control of Floating Pennywort at Perch Pond has been very successful, with the whole pond surface now water rather than weed. Water is now once again being allowed to flow from Perch Pond to Ornamental Water now that the Pennywort is so greatly reduced.

- Wood pasture restoration and management work across 222.5 acres of Forest has been completed at Barn Hoppit, Walthamstow Forest and Debden Slade, Lincolns Lane, Lords Bushes, Honey Lane Quarters and other areas of the Forest.
- A record 16,000 cow grazing days were recorded across the Forest in the 2017 season. It was a successful year for calving with 28 born, and at year end the Conservators Longhorn herd stands at 138.
- Focus and resource has increased on prosecutions of fly tippers and other anti-social behaviour in the Forest.
- Wanstead Flats (Parklife) football opportunity is at Gateway 3
- New Oak Processionary Moth colonies were discovered in Hollow Ponds, the Dell, Aldersbrook and Leyton Flats.
- Ramorum continues to be monitored, with some regrowth at the Warren Plantation showing signs of re-infection. Stumps were grubbed out and burnt to strengthen control. No further evidence of infection or re-infection has been observed in Wanstead Park or at other rhododendron sites
- Condition survey of The Grotto at Wanstead Park completed, with additional mapping of fallen stone from the façade possible due to low water levels.
- Conservation statements for The Cloister (Lawrence Hut) and Paul's Nursery have been drafted.
- The Copped Hall Parkland Management Plan has been drafted.
- Staff and volunteers have carried out condition surveys for promoted paths across the Forest, to inform future maintenance and management.
- A restructure of staffing at sports sites is proving successful, allowing each site to be properly staffed during opening hours.
- Three apprentices have been appointed in Administration, Arboriculture and Sports Turf Management roles.

Committee(s):	Date(s):
Open Spaces and City Gardens Committee	16 July 2018
Subject: Cyclical Works Programme Bid – 2019/20	Public
Report of: City Surveyor CS: 211/18	For Information
<p>Summary</p> <p>This report sets out a provisional list of cyclical projects being considered for properties under the management of Open Spaces and City Gardens Committee under the “cyclical works programme”.</p> <p>The draft cyclical project list for 2019/20 totals £118,500 and if approved will continue the on-going programme in the maintenance of the property and infrastructure assets.</p> <p>Recommendation</p> <ul style="list-style-type: none"> • That your Committee notes the content of this report 	

Main Report

Background

1. The total value of the approved projects for the 18/19 cyclical works programme (CWP) for the Open Spaces and City Gardens Committee was £190,000 which consisted of 7 projects.
2. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list in 2019/20 for Open Spaces and City Gardens.

Current Position

3. The attached list at Appendix A is a provisional list of projects for Open Spaces and City Gardens under consideration for 2019/20.
4. The information for the bid has been taken from the forward maintenance plans for each property within the Estate; these plans are regularly updated in conjunction with the Superintendent and their management team to ensure they are as accurate as possible.
5. It should be noted that this provisional list for 2019/20 is subject to a final review prior to presentation to the Corporate Asset Sub-Committee in September 2018 and consideration by the Resource Allocation Sub-Committee at the beginning of 2019.

Prioritisation of Projects

6. The project prioritisation model developed for the cyclical works programme has been applied to projects identified from forward cyclical maintenance/replacement plans of the Barbican Centre, GSMD and the Corporate Properties under the City Surveyors control.
7. Essential Projects for consideration of including within the bid list are ranked in order of priority according to the following criteria and scoring mechanism.
 - Health, Safety & Security (weighting 5)
 - COL Reputational (weighting 4)
 - Maintaining Income Stream (weighting 4)
 - Assets Performance (weighting 5)
 - Client Feedback (weighting 2)
8. The cyclical works programme Peer Review Panel, chaired by the Financial Services Director has met twice to consider the draft prioritisation of projects across all Departments. The panel has provided a “sense check” to ensure that the prioritisation ranking reflected in the Prioritisation model has been rigorously and consistently applied and that the outcomes in terms of prioritisation align to the City’s strategic aims and objectives.

Corporate & Strategic Implications

9. The CWP links to the City Surveyor’s Business Plan:

Strategic asset management: We will develop asset management strategies that align Corporate Property Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments’ objectives.

Property assets and facilities management: We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management plans, facilities management including hard (planned and reactive maintenance) and soft services (cleaning, security, etc), cyclical projects and minor improvements and delivery of major capital projects for refurbishments and new builds.

Conclusion

10. The attached provisional list of work for 2019/20 with an indicative value of £118,500 allows the on-going cyclical repairs and maintenance of the City’s Operational estate at City Gardens in particular to continue.

Appendices

- Appendix A - Provisional Cyclical Works Programme 2019/20

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Appendix A - CWP 19/20 - Actual List

Open Spaces

Property	Location	Project Title	Cost
Open Spaces	Bunhill Fields Burial Ground	BRICK STRUCTURES REMEDIAL WORKS	£3,500
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS CONSERVATION	£102,000
Open Spaces	Bunhill Fields Burial Ground	QUINQUENNIAL INSPECTIONS (LARGE MEMORIALS)	£3,000
Open Spaces	General	PAVED AREAS (GARDEN & CHURCHYARD)	10,000

£118,500

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<p>Committee(s) Open Spaces and City Gardens Committee – For information (Establishment Committee – For information) (Public Relations and Economic Development Sub Committee – For information) (Community and Children Services Committee – For information) (City Bridge Trust Committee – For information) (Policy and Resources Committee - For decision)</p>	<p>Dated: 16 July 2018 (22 May 2018) (29 May 2018) (4 June 2018) (6 July 2018) (6 September 2018)</p>
<p>Subject: Corporate Volunteering Strategy, 2018-23</p>	<p>Public</p>
<p>Report of: Kate Smith, Head of Corporate Strategy and Performance</p>	<p>For information</p>
<p>Report author: Amelia Ehren, Corporate Strategy Officer</p>	

Summary

This paper presents the proposed final version of the Corporate Volunteering Strategy 2018-23 for Members’ information. The strategy sets out the City of London Corporation’s (City Corporation) vision for volunteering, in which the organisation ‘has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond’ and how it will work towards achieving it.

The paper outlines the process by which this strategy was developed, the next steps for its implementation and its corporate implications. It asks Members to note the content of the strategy before it is taken to Policy and Resources Committee in September 2018 for decision.

Recommendations

Members are asked to:

- i. Note the process for developing the strategy.
- ii. Note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee for decision.

Main Report

Background

1. The City Corporation delivers a wide range of volunteering activities and opportunities for different groups and purposes. It currently:
 - Supports **staff** to undertake volunteering in London through the Employee Volunteering Programme.

- Provides volunteering opportunities for **its residents, students in its academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of its service delivery and through its commissioned services.
2. The Corporate Volunteering Strategy, shown in full at **Appendix 1**, outlines a strategic approach to volunteering, which will support the City Corporation to deliver its wider corporate vision, as set out in the Corporate Plan. It builds upon and brings together the learning from existing volunteering activities and practices in place across the organisation.
 3. In 2015, the Department of Community and Children's Services (DCCS) commissioned an independent review to help shape their future approach to commissioning volunteering and community development activities. The review also involved analysis of the volunteering activity happening across the City Corporation. The resulting report, entitled Community Volunteering Review for the City of London was published in January 2016 and set out a number of recommendations, including the key recommendation to develop a strategic approach, a robust needs analysis and a priority focus for the City Corporation's volunteering activities as a whole. The report highlighted the opportunity to better share good volunteering practices across the organisation, in order to enable greater consistency across departments and within divisions and reduce duplication of effort in relation to all stages of working with volunteers.
 4. The review provided further impetus for the development of a strategic approach to volunteering and in 2016 a Volunteering Working Group (VWG) was set up to scope a corporate volunteering strategy and drive forward its development. The VWG is made up of representatives from the following teams: City Bridge Trust (CBT), Corporate Strategy & Performance Team, DCCS, Economic Development Office (EDO), Human Resources (HR) and Open Spaces.

How the strategy was developed

5. The strategy was developed through a collaborative and participatory approach with internal and external stakeholders. In addition to the recommendations from the Community Volunteering Review, the VWG scoped the City Corporation's current practices by carrying out an appreciative enquiry with group members and other staff members, whose work also related to volunteering. Further consultation with staff, Members, volunteers, residents, staff from our commissioned services and representatives from the charitable and community sector also took place in the form of an event and an online survey to explore the needs and impacts of volunteering.
6. This process helped to set the priority focus for the strategy, which shifts the focus from a traditionally departmental/divisional led approach to a more coordinated, holistic and corporate approach to volunteering.
7. In January 2017, an update paper was presented to Establishment Committee, for information, on the strategic approach to working with volunteers. The feedback received also informed the development of the strategy, at **Appendix 1**.

Current Position

8. The strategy, in terms of its vision, outcomes and links to the Corporate Plan, is summarised below:

Shaping the future of volunteering

Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

Outcome 2 – Volunteers are valued.

Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

Links to our Corporate Plan 2018-23: This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

CP Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.

CP Outcome 4 – Communities are cohesive and have the facilities they need.

CP Outcome 5 – Businesses are trusted and socially and environmentally responsible.

Related strategies and activities: Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

Next steps and implementation

9. Members are asked to note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee in September 2018 for decision.
10. The strategy identifies key milestones and measures of success for the strategy, which will guide and inform the implementation over the next five years. At the same time, it also acknowledges that further detailed actions plans need to be developed.
11. In January 2018, the Policy and Resources Committee approved the 2018/19 revenue budget for CBT, which included funding for the creation of a new Corporate Volunteering Manager role to sit within CBT. A job description and person specification for the role is currently being drafted by the Head of Philanthropy Strategy, with the hope that the role will be recruited and in post by summer 2018. The Corporate Volunteering Manager, with the support of the VWG,

will be responsible for driving the successful implementation and monitoring of the strategy over the five-year term.

Corporate & Strategic Implications

12. This strategy positions volunteering as an asset that is both supportive of and supported by the outcomes in the Corporate Plan 2018-23. Achieving the vision set out in the strategy will help support the aims set out in the Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments.
13. Whilst the outcomes in this strategy directly support specific outcomes in the Corporate Plan (as outlined below), volunteers could also be involved in activities that support any of the 12 corporate outcomes.
 - Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 4 – Communities are cohesive and have the facilities they need.
 - Outcome 5 – Businesses are trusted and socially and environmentally responsible.
14. The strategy is also supportive of and supported by a variety of existing and emerging City Corporation strategies and activities including its Philanthropy, Responsible Business, Bridging Divides and Social Mobility strategies and its #iwill pledge, Employee Volunteering Programme and work in education.
15. A number of departments also reference volunteering activities in their own departmental business plans/strategies and in divisional team plans. This strategy provides a framework for departments and divisions to align their work to and supports a corporate approach to impact measurement.

Conclusion

16. The Corporate Volunteering Strategy sets out a vision for the future where the City Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish. It is hoped that the strategy will have been through all officer and Member governance by September 2018. During this time, it is expected that the new Corporate Volunteering Manager will be in post to lead on devising detailed action plans for each outcome and drive forward its implementation once launched in September 2018.

Appendices

- Appendix 1 – Corporate Volunteering Strategy, 2018-23.

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Corporate Volunteering Strategy 2018-23

Shaping the future of volunteering

This strategy runs from 2018-23 and outlines the City of London Corporation's (City Corporation) approach to volunteering. It positions volunteering as an asset that is both supportive of and supported by the outcomes in our Corporate Plan 2018-23. We want individuals and communities to flourish as a result of the positive volunteering culture and practices embedded within the organisation.

We currently deliver a wide range of volunteering activities and opportunities for different groups and purposes. We:

- Support **staff** to undertake volunteering in London through the Employee Volunteering Programme.
- Provide volunteering opportunities for **our residents, students in our academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of our service delivery and through our commissioned services.

Whilst there is no statutory or universally accepted definition of volunteering, we define and recognise volunteering as “**the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives**”. By this definition, there is a vast amount of volunteering activity taking place across the organisation. Between 2016 and 2017, our volunteers gave over 60,000 hours of their time to support our open spaces and 150 volunteer governors offered their time to support our schools and academies to provide world class education to more than 8,700 pupils across five London boroughs. Volunteers also gave their time to support our libraries, cultural and heritage attractions and local communities.

Our volunteers, however, give more than just their unpaid time. They offer us their perspective, objectivity and a wide-range of pre-existing

skills and experience. Through our volunteers we can support harder to reach communities; develop the skills of others; engage stakeholders in consultation, decision-making and co-design of services; and materially and sustainably improve environments. Our elected and co-opted Members exemplify these benefits through their valued contributions to the City Corporation.

Recognising the value of volunteering and the potential to do more, in 2015, the Department of Community and Children's Services commissioned an independent review entitled 'Community Volunteering Review for the City of London'. The review, published in January 2016, described all volunteering taking place across the City Corporation at the time and highlighted opportunities to benefit from sharing good volunteering practices across the organisation and to reduce duplication of effort in relation to all stages of working with volunteers, namely their recruitment, training and management.

In response, a Volunteering Working Group (VWG) was set up in 2016 to develop a corporate and strategic approach to volunteering. The strategy set out herein is based on the commissioned report, an appreciative enquiry with internal stakeholders and consultation sessions with staff, existing volunteers, residents and representatives from the charitable and community sector.

This strategy shifts the focus away from a traditional department/division led approach and towards a holistic and corporately-coordinate approach to volunteering. This approach will support the achievement of the strategy's vision in which the City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

Shaping the future of volunteering

Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

Outcome 2 – Volunteers are valued.

Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

Links to our Corporate Plan 2018-23: This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

CP Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.

CP Outcome 4 – Communities are cohesive and have the facilities they need.

CP Outcome 5 – Businesses are trusted and socially and environmentally responsible.

Related strategies and activities: Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

It is important that we source, promote and provide volunteering opportunities that are impactful and meaningful. Volunteering can have many positive impacts for the volunteer, such as offering access to new opportunities to acquire skills and experience and supporting their own wellbeing (a list of impacts be found at Appendix 1). However, there is currently limited internal assessment of the benefits our volunteers receive as a result of their activities. The volunteering data that has been collected relates mainly to volunteer numbers and hours, and has traditionally been held at a departmental level, making it difficult to support and track volunteer progression and report on impact. For volunteers to benefit fully from meaningful opportunities, it is essential that we embed good volunteering practices throughout the organisation and introduce a common or standard 'minimum offer' for volunteers. It is also important that we work with our volunteers to identify their needs, match opportunities to their motivations and co-produce our volunteer practices with. Going forward, good practice will be shared across the whole organisation to communicate the rich learning that is available, avoid duplication of effort and ensure consistency. We commit to embedding practices that are:

- **Collaborative:** We share best practice across departments.
- **Representative:** We represent the views of volunteers, of staff across departments who support volunteering and of the organisations/commissioned services we partner with to provide volunteering.
- **Diligent and transparent:** We deliver our duty of care towards and via volunteers and the beneficiaries they support.
- **Data driven:** We commit to reporting and making evidence-based decisions, based on learning about what works.
- **Accessible:** We ensure our volunteering information and opportunities are available and accessible in a range of formats and locations.

We will:

- a. Review the volunteering practices of external organisations we work with, as needed, in order to share learning and ensure alignment.
- b. Define key departmental and divisional roles needed to support volunteers and develop volunteer practices.
- c. Develop, share and regularly review volunteering policies, procedures and practices across and within departments, including, but not limited to: safeguarding, health and safety, insurance and data protection policies.
- d. Establish an informal network of volunteers, staff and representatives from partner organisations/services with whom to co-produce policies, procedures and practices with.
- e. Deliver excellent volunteering experiences for volunteers by asking potential volunteers what they want and sourcing and promoting high-quality volunteering opportunities in a consistent and accessible way.
- f. Gather data of volunteer numbers, hours and demographics and measure the impacts of volunteering activity on our volunteers.

Outcome 2 – Volunteers feel valued.

With such a diverse and multi-faceted volunteering offer, our challenge is to foster a shared and consistent organisational awareness of the distinctive purpose and value of volunteering, which builds on existing examples of best practice. It is important that we have a consistent volunteering culture across the organisation where volunteers are valued, their contribution is recognised and where the potential for volunteering to enhance the way that we design and deliver services is widely understood. A positive organisational volunteering culture, will also enable us to conduct our duties towards volunteers, and via them, in a consistent and principled way. This will demonstrate our commitment to volunteers that we value their contributions and provide confidence to the departments and divisions that are involving volunteers within their activity.

We will:

- a. Develop an organisational volunteering charter, which all Chief Officers sign and commit to, that states clearly our understanding of the purpose and value of volunteering.
- b. Agree a set of expectations and objectives for the use of volunteers throughout the City Corporation.
- c. Provide training to City Corporation staff to build their capacity and skills for working with and supporting volunteers.
- d. Help departments/divisions to recognise how volunteering activities are supportive of and encouraged by outcomes in the Corporate Plan 2018-23 and other corporate or departmental strategies and plans.
- e. Recognise the contribution of employee volunteering through our 'Celebrating our People Awards'.
- f. Explore options for a centrally located database for holding and sharing data related to our volunteers in accordance with the General Data Protection Regulations (GDPR).

To support the achievement of this outcome, a list of specific contributions to our Corporate Plan 2018-23 can be found at Appendix 1 and an example Volunteering Charter is shown at Appendix 2.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Volunteering creates a clear double benefit for the volunteer and its beneficiaries, be that another individual, community, organisation (including the City Corporation) or cause. As an organisation, we benefit from the perspective, objectivity, skills and experience of our volunteers. Promoting and supporting volunteer opportunities also increases our social value offer to the Square Mile, London and beyond and demonstrates our commitment to being a socially responsible business. By involving volunteers in our service delivery, we can help to create positive impacts for the people and communities we serve. We will also use this strategy to generate and tell stories of impact and demonstrate how beneficial volunteering can be, in order to encourage others to promote and support volunteering.

We will:

- a. Promote volunteering opportunities and benefits to drive more and better volunteering.
- b. Raise awareness of the Employee Volunteering Programme and encourage more staff to volunteer.
- c. Gather data on the resources committed by the City Corporation to provide and support volunteering and measure the impacts of volunteering activity on the organisation and, where possible and proportionate, on our stakeholders.
- d. Share corporate case studies, statistics and insights that demonstrate the achievements and benefits of our volunteers.
- e. Share volunteering good practices across our spheres of influence and demonstrate the benefits of engaging with volunteers.
- f. Promote the value and best practice of volunteering through our Philanthropy Strategy which advocates for greater levels of giving of time and skills.

A list of the impacts of volunteering on different stakeholders can be found at Appendix 2.

Implementation and measures of success

Through the process of developing the strategy, it has been clear that good practice and the potential for networks to support each other already exist. The actions put forward in the strategy will now act as a framework to build upon over the next five years.

This strategy will guide and inform our volunteering culture, practices and impact over the next five years. The VWG will act as a cross-departmental group overseeing the strategy's implementation. Initially this will involve developing detailed action plans, assigning departmental leads and supporting with the recruitment of a Corporate Volunteering Manager who will chair the VWG.

By the end of 2018/19 we will seek out best practice by:

- Recruiting a new Corporate Volunteering Manager hosted within City Bridge Trust.
- Proposing and approving a new Employee Volunteering Programme (EVP).
- Establishing a network of volunteers and volunteer managers.
- Approving an organisation-wide Volunteering Charter, which is signed by all Chief Officers.
- Identifying and agreeing departmental leads.
- Identifying where external partners or commissioned providers could support the strategy.

By the end of 2019/20 we will consolidate our own practices by:

- Developing methods to ensure consistency and best practice in volunteering.
- Implementing the revised EVP.
- Developing a monitoring framework and tested outcome and impact measures in line with Corporate Plan measures.
- Assessing online/physical opportunities for promoting and signposting volunteering information and opportunities.
- Sharing case studies that demonstrate the achievements and benefits of our volunteers.

By the end of 2020/21 we will develop our monitoring framework by:

- Identifying a secure online location for holding and sharing data related to volunteering.

By the end of 2021-22 we will start to see the impact grow by:

- Delivering another year of impact reporting on the outcomes outlined in this strategy.

By the end of 2022-23 we will have achieved significant progress towards our vision by:

- Successfully embedding an organisational approach to volunteering which supports volunteers and their beneficiaries to flourish.

Appendix 1 – Contributions and impacts

Contributions to the Corporate Plan 2018-23

Whilst developing this strategy, the following specific contributions to the Corporate Plan 2018-23 were identified as:

Aim	Outcome(s)	Contribution
Contribute to a flourishing society	- Outcome 3	- Enabling people from all backgrounds and abilities to access to high-quality volunteering opportunities.
	- Outcome 4	- Encouraging social interaction and championing local needs.
Support a thriving economy	- Outcome 5	- Role-modelling responsible behaviours.
		- Advocating and facilitating meaningful and impactful volunteering opportunities.

Volunteers could be involved in activities that also support the achievement of Outcomes 1, 2, 6, 7, 8, 9, 10, 11 and 12.

Impacts of volunteering

The following impacts were identified through a 'Needs and Impact' survey that was completed by 36 respondents and through a consultation event attended by 34 people. Respondents and attendees were made up of City Corporation staff, Members, resident volunteers, volunteers involved in service delivery, staff from our commissioned services and representatives from the voluntary sector.

Stakeholder	Impacts
Volunteer	<ul style="list-style-type: none"> - Increasing personal development e.g. confidence and self-esteem. - Improving transferable skills e.g. IT, public speaking and teamwork. - Increasing individual employment prospects. - Improving individual health and wellbeing.
Beneficiary (individual, community, organisation, cause)	<ul style="list-style-type: none"> - Increasing connections between people in our communities. - Increased connection with our heritage, natural, built and cultural environments. - Making a difference to our heritage, natural, built and cultural environments. - Enhancing our ability to reach out and serve the needs of the communities. - Reducing an individual's need for our services in the future. - Empowering individuals to hold a stake in decision-making and tackling disadvantage from within communities.
City of London Corporation	<ul style="list-style-type: none"> - Diversifying skills, experience and perspectives within our business. - Enhancing our ability to govern and make decisions on behalf of our stakeholders. - Increasing our social value offer to London and beyond. - Enhancing our reputation as a responsible business.

Appendix 2 – Example Volunteering Charter

Volunteering at the City of London Corporation is understood as the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives. This includes ‘formal’ volunteering, defined as providing unpaid help through groups, clubs or organisations and ‘informal’ volunteering, defined as providing unpaid help as an individual to people who are not a relative and we recognise both as equally valuable to achieving our aims.

We uphold that:

- all volunteering is undertaken by choice and all individuals should have the right to volunteer, according to their wishes.
- the involvement of volunteers should complement and supplement the work of paid staff, and should not be used to displace staff or undercut their pay and conditions of service; and
- effective structures should be in place to support volunteers and the activities they undertake, and these should be fully considered and costed when services are planned.

We uphold an organisational responsibility to:

- Treat volunteers ethically, recognising throughout the organisation that volunteering is a two-way process which benefits both the volunteer and the beneficiary.
- Recognise the contribution of all volunteers.
- Ensure that volunteer time is valued and used to the greatest impact, through roles that are of value to volunteers and those they serve.
- Ensure our volunteers and volunteering opportunities reflect the diversity of the local community.
- Embed consistent policies, procedures and practices, including fair and effective safeguarding and recruitment procedures.
- Support our volunteer managers and value the skills they bring back to the organisation.
- Commit appropriate resources to working with and supporting volunteers.
- Take a person-centred approach when establishing a developmental pathway for volunteers and ensure they receive appropriate levels of support.
- Encourage two-way communication between volunteers and the City Corporation/partner services.

Appendix 3 – Roles in support of volunteering

Below, is a snapshot description of the main departmental/divisional roles in support of volunteering. During year one of the implementation of this strategy, departmental leads will be agreed and, as necessary, departmental roles may need to be developed further. Although some departments/divisions have been identified below, it is important that all departments are engaged with this strategy and liaise with the Corporate Volunteering Manager to ensure a consistent and corporate approach to volunteering is taken across the organisation.

Department/Division	Support volunteering by
City Bridge Trust	<ul style="list-style-type: none"> - Leading on the implementation of the volunteering strategy, including hosting and managing the Corporate Volunteering Manager. - Developing performance indicators for outcomes and impacts. - Managing the EVP, linking staff volunteering opportunities to City Bridge Trust grantees. - Supporting staff and volunteers with information about volunteering. - Creating links between volunteering and staff engagement, wellbeing and organisational development. - Promoting skills and experience gained by staff volunteering through the department. - Reviewing local/regional trends in relation to organisational volunteering.
Corporate Strategy and Performance Team	<ul style="list-style-type: none"> - Defining the golden thread running through to business plans and different strategies/corporate strategies, and highlighting links to Volunteering Strategy where applicable. - Designing the volunteering strategy and supporting other departments to deliver it.
Department of Community and Children's Services	<ul style="list-style-type: none"> - Generating opportunities for residents, staff and children and young people to volunteer. - Improving approaches to engagement and consultation within the City. - Working regularly with resident and community groups. - Facilitating volunteering through commissioned services. - Encouraging students in City Corporation schools and academies to volunteer.
Open Spaces	<ul style="list-style-type: none"> - Running targeted learning projects and programmes for volunteers. - Providing volunteer opportunities across a variety of its sites. - Seeking to recruit volunteers who reflect the diversity of our local communities. - Recording and monitoring the impact of volunteering on their sites and celebrating volunteer successes. - Supporting the development of policies, procedures and guidance.
HR	<ul style="list-style-type: none"> - Supporting the development of policies, procedures and guidance i.e. on volunteer recruitment, safeguarding, and health safety. - Encouraging staff to volunteer as part of their learning and development. - Integrating volunteering into Personal Development Plans (PDPs). - Enabling managers to support volunteering. - Supporting the Employee Volunteering Programme, allowing staff two paid days off a year to volunteer. - Recognising the value of volunteering through leading the Celebrating Our People awards.

Appendix 4 – Glossary of terms related to volunteering

Term	Description
Apprenticeship	A job that includes gaining recognised qualifications and essential skills whilst working. It allows people to combine work and studying by mixing on-the-job training with classroom learning.
Benefit in kind	Giving of non-cash assets including employee volunteering, time, pro-bono expertise, and other assets such as venue space.
Bridging Divides	City Bridge Trust's five-year charitable funding strategy for 2018-23. It outlines a total assets approach, which outlines monetary and non-monetary assets that CBT can offer to organisations it will support, and this could include volunteering or in-kind support.
Co-production	Equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing strategic decision-making about policies as well as decisions about the best way to deliver services.
Education	The City Corporation's work in education recognises volunteering is a related mechanism to work experience enabling students to gain further insight into the organisation at the same time as developing skills.
Employee Volunteering Programme	Two paid days given by the City of London Corporation to enable volunteering by staff to a defined internal or external cause. As staff still receive pay for this, it could be considered a 'benefit in kind'. Principles in a volunteering charter would still apply to the programme and the link to volunteering is strengthened if the employee then goes on to undertake further volunteering.
#iwill pledge	The City Corporation's pledge to the national #iwill campaign which promotes social action among 10-20-year olds.
Philanthropy Strategy	The City Corporation's Philanthropy Strategy for 2018-23 outlining a strategic approach to philanthropy focused on reducing social inequality and increasing social mobility in London. It recognises volunteering, whether by City Corporation employees or our other stakeholders, as a form of philanthropy.
Pro-bono	Unpaid work undertaken by staff, utilising their professional skills, to benefit another organisation.
Responsible Business Strategy	The City Corporation's Responsible Business strategy for 2018-23, which outlines its commitment to creating positive impact and reducing its negative impact across all our activities and decisions. It recognises volunteering as a mechanism for role-modelling/delivering some of the actions in the strategy.
Unpaid internship	Undertaken on a voluntary basis by individual in combination with the organisation to achieve clearly defined outcomes and outputs for both. Should emphasise development opportunities such as training although these should be undertaken on a voluntary basis and not enforced.
Volunteering in support of City of London Corporation	Provided by staff, residents and wider communities in support of services, activities and governance.
Volunteering in support of other causes	Provided by staff, residents and wider communities facilitated by the City of London Corporation and/or its commissioned services.

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Committee:	Date:
Open Spaces & City Gardens	16 July 2018
Subject: City Gardens Update	Public
Report of: City Gardens Manager	For Information
<p>Summary</p> <p>This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since April 2018.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Note the report 	

Main Report

Finance

1. At the point of writing the budgets for both City Gardens and Bunhill Fields are on target to have no significant over or underspend at the end of year.

Personnel

2. A new apprentice has started working within the City Gardens office assisting with back office transformation work and will be carrying out an audit of all City Gardens sites. This brings the total number of apprentices within City Gardens to four; 11% of our workforce.

Operational Activities

3. The late delivery of the Aldgate project required a large amount of our resources at a time that coincided with good weather and the public starting to use our sites heavily. The good weather also increases horticultural maintenance as we try to stay on top of watering during what is becoming a rather protracted dry spell. The summer bedding has now all been planted, and we are busy preparing for London and Britain in Bloom.
4. **Oak Processionary Moth (OPM)** We have had our first outbreak of Oak Processionary Moth (OPM) caterpillar in the city. First found in London in 2012,

this caterpillar poses a human health risk as its hairs can cause skin rashes and respiratory problems. It has now spread to most of London and west into Berkshire. A single nest has been found in an Oak tree on Cheapside and has now been disposed of.

5. **Break ins at Depot**

There have been two break ins at the City Gardens Castle Baynard Depot, in both instances vehicles were used to ram the front shutters. In total only four blowers were stolen, but considerable damage was caused to the front shutters. This caused some operational disruption as we were not able to open the shutters for some days. Steps are being taken to install new CCTV and security bollards.

6. **Rough Sleeping at St Botolph's Bishopsgate**

The problem with rough sleepers at St Botolph's Bishopsgate is continuing to be a challenge. The City Gardens Team have been working with the Outreach Team who have been engaging with the rough sleepers, and have provided regular rough sleepers with accommodation, however they are choosing not to use it. At the time of writing there are two tents on site. We will continue to focus on resolving this and exploring all options for tackling this problem. This is challenging for the gardeners who take great pride in their sites.

Project Updates

7. The following project updates are current at the point of writing.

8. **West Smithfield:** Completed

9. **Tower Hill Gardens:** Completed

10. **Cleary Gardens:** Completed

11. **Barbican Planters:** Following the success of previously installed concrete planters, City Gardens have been commissioned to install another four on Willoughby Podium.

12. **Aldgate gyratory:** Now completed and opened to the public. The site will be officially opened on the 4th July by the Lord Mayor. A Christmas Tree for this site will be funded by the Dorsett City Hotel.

13. **St Alphage's Garden:** Currently under construction following a major refurbishment as part of the London Wall Place development, it is anticipated that this site will be planted in late 2018/ early 2019.

14. **2-6 Canon Street (phase 1)** City Gardens have been involved with the design of this scheme. This garden will be installed by a sub-contractor under the developers' remit which will then be maintained for one year before being handed over to City Gardens to maintain.

15. **Stonecutter Street – Goldman Sachs development:** This project involves the planting of 13 street trees and 17 multi-stemmed trees and several raised

planters. All of these will be planted and maintained for one year by City Gardens before handing over 3 of the street trees to TFL and 12 of the multi-stemmed trees to the developer.

16. **Artizan Street:** Former car park ramp turned in to a sloping garden along with raised planters and screen planting to enhance the street and Middlesex Street Estate. This is due for completion this winter.
17. **Senator House:** The design and construction package are currently being finalised and once approved construction will start with planting taking place over this coming winter.

Planning

18. A list of planning applications that have been received since the last Committee meeting can be found in Appendix 1.
19. **Survey of Private Trees:** Contact has been made by either way of written or personal contact with the owners of 56 of the 84 private trees that were found to be either poor or dead during this survey. We will continue to establish contact with the remaining owners.

Community, Volunteering, Outreach and Events

20. Open Squares weekend was held on the 9th and 10th June. This is an annual event involving over 230 private, secluded and little-known gardens across London. Entries from within the Square Mile included Beech Gardens, Postman's Park and Barbican Wildlife Garden in Fann Street. City Gardens staff also delivered several guided walks.
21. Seething Lane was officially opened by the Chairman on 28th June.
22. City Gardens will be judged for Britain in Bloom on the 3rd August and for London in Bloom on the 12th July.

Appendices

- Appendix 1 – Planning consultations considered by City Gardens officers

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Appendix 1 - Planning Application Open Spaces Consultations April – June 2018

Application number	Location	Description
18/00337/TCA	Amen Court London EC4M 7BU	Works to 11 trees (Gleditsia, Mulberry, Cherry, False Acacia x2, Lime x3, Laurel x2 and Cotoneaster). Felling of a False Acacia.
18/00378/FULLR3	St Helen's Bishopsgate Great St Helen's London EC3A 6AT	Temporary installation of a sculpture 'Crocodylius Philodendrus' by Nancy Rubins for a period of up to one year, to be taken down on or before 01.06.2019.
18/00375/FULLR3	Fenchurch Place London EC3M 4AJ	Extension the temporary time period for the installation of the sculpture 'Synapsid' by Karen tang to 01.06.2019.
18/00395/FULLR3	Mitre Square London EC 3A 5DH	Temporary installation of a sculpture 'Climb' by Juliana Cerqueira Leite for a period of up to one year, to be taken down on or before 01.06.2019.
18/00451/FULEIA	London Bridge London EC4	The installation of fixtures, fittings and ancillary equipment and associated works to illuminate the bridge in conjunction with the Illuminated River Project.
18/00486/FULL	Cheapside Traffic Island Cheapside London EC2V 6AA	London Festival of Architecture art installation on the Cheapside Traffic island outside St Paul's Tube Station for a temporary period of one year.
18/00452/FULEIA	Blackfriars Railway Bridge Puddle Dock London, EC4	The installation of fixtures, fittings and ancillary equipment and associated works to illuminate the bridge in conjunction with the Illuminated River Project.
18/00453/FULEIA	Southwark Bridge London EC4	The installation of fixtures, fittings and ancillary equipment and associated works to illuminate the bridge in conjunction with the Illuminated River Project.
18/00455/FULEIA	Blackfriars Bridge London EC4	The installation of fixtures, fittings and ancillary equipment and associated works to illuminate the bridge in conjunction with the Illuminated River Project.
18/00457/FULEIA	Cannon Street Railway Bridge Cousin Lane London, EC4	The installation of fixtures, fittings and ancillary equipment and associated works to illuminate the bridge in conjunction with the Illuminated River Project.
18/00458/FULEIA	Millennium Bridge London EC4	The installation of fixtures, fittings and ancillary equipment and associated works to illuminate the bridge in conjunction with the Illuminated River Project.
18/00597/FULMAJ	Inner Temple Garden & Car Park Inner Temple London EC4Y 7HL	Erection of two temporary buildings for a period of 22 months to facilitate the development proposed under 17/00077/FULMAJ (one located within the Inner Temple Garden (1100sq.m GEA) and one located within the Inner Temple Car Park (770sq.m GEA) to provide temporary accommodation for the displaced Treasury Building, Inner Temple Hall and Library functions (Sui Generis use comprising Offices, Education and Training, Hall

		and Library relating to the Bar and Inner Temple). Associated works to include the dismantling, storage and re-erection of one listed and one unlisted gas lamp and plinth and the provision of a temporary substation and creation of a service compound. http://www.planning2.cityoflondon.gov.uk/online-applications/applicationDetails.do?activeTab=summary&keyVal=P9XX5CFHISJ00
18/00629/TCA	The Inner Temple Car Park 2 King's Bench Walk Inner Temple London EC4Y 7DE	Works of pruning to a London Plane tree in a Conservation Area.
18/00630/TCA	Paper Buildings - East Pathway London EC4Y 7HL	Removal of a Davidia involucrata in a Conservation Area. Sorbus aria 'Lutescens' planted as a replacement.
18/00639/TCA	Stationers Hall Stationers Hall Court London EC4M 7DD	Works of pruning to a Plane tree in a Conservation Area.

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Committee:	Date:	Item no.
Open Spaces & City Gardens Committee	16 July 2018	
Subject:		Public
Churchyards Enhancement Programme- Progress Report		
Report of:		For Information
The Director of Open Spaces		

Summary

This report summarises the progress to date on the development of the Churchyards Enhancement Programme and the results of the recent public consultation exercise.

A programme board was established to steer the programme's development and to work closely with the Diocese of London and St Paul's Cathedral.

The development of the programme to date has resulted in:

- Detailed site assessments of all City churchyards;
- A prioritisation exercise to identify those churchyards most in need of improvement. This includes 11 proposed transformational projects;
- Development of cross-cutting work streams such as signage, historic interpretation and smart interventions;
- A detailed consultation exercise involving all parishes as well as the wider public.

Other work that is still to be completed includes:

- A delivery plan and funding strategy;
- Detailed project briefs for the 11 transformational projects.

The full programme will be finalised in September and submitted to this committee for approval in October, after which individual projects can be initiated and implemented, subject to funding.

Recommendations

- Members are asked to note the progress to date.
- Approve the prioritisation of 11 churchyards to make progress on detailed project briefs and develop a delivery plan.

Main Report

Background

1. In the past, the City has carried out repairs and improvements to its Churchyards on a regular basis to maintain them to a good standard. However, the transformational impact of the award-winning St Andrew's Holborn Garden project has shown the wide-ranging benefits that such enhancements can achieve, particularly given the context of the growing City population. Improvement works to St. Andrew's Holborn Gardens delivered step-free access to the main entrance of the Church and the north garden from St. Andrew's Street. Security railings were installed to address the issue of anti-social behaviour and railings have also replaced a dividing wall between the two gardens to create a visual connection between the spaces. Improvements to the north garden include a welcoming space with areas for seating and improved passive surveillance, encouraging users to visit the previously isolated garden. Promotion of biodiversity has been achieved by providing more greenery and planting and removing physical constraints to enhance the garden's accessibility for disabled users.
2. Churchyards form the setting for the City's listed churches and ancient monuments, are the burial places of past City communities and are part of a rich ecclesiastical, architectural and social heritage. There are over 60 churchyards in the City and these vary greatly in size, condition and character. Many are popular green spaces or 'hidden gems' that provide much-needed places for rest and enjoyment. However, others are underutilised, lacklustre and in need of improvement.
3. In the future, the public realm will need to support increasing working, visitor and residential populations because of new development. The City's churchyards are an essential public amenity; enhancing and increasing access to these assets to make them relevant and usable is vital for the benefit of this community and the Future City.
4. The Churchyard Enhancement Programme (CEP) was developed to address the need to increase the amount of accessible open space whilst improving their quality. The development of the Churchyards Enhancements Programme provides an umbrella under which individual projects are coordinated, with the following benefits:
 - Responding to the projected increase in worker, visitor and resident numbers in the City by providing enhanced areas to sit, eat lunch, relax or play;
 - Accommodating 'agile working' (working outside the office) or active uses such as small-scale community or corporate events (in those churchyards where such uses are permissible or compatible with the space);
 - Providing inclusive access (wherever possible) to enable those with mobility issues to access the spaces, and improve connections and signage;
 - Reducing pressure on current maintenance budgets by delivering new spaces that require less maintenance and including funds for future maintenance within project budgets;
 - Bidding for and securing external funding for the enhancement of churchyards;
 - Prioritising the enhancement of those churchyards in most need, or of most strategic importance to the City, recognising that the latter are often the

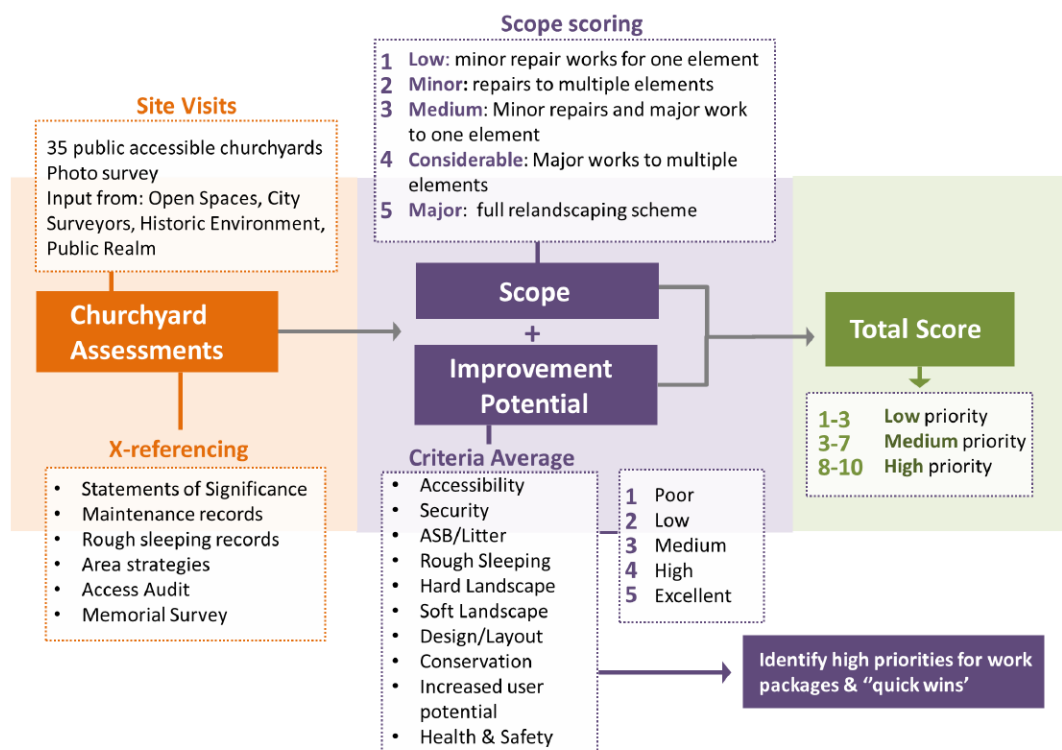
churchyards with restrictions or complex land ownership or other factors that may restrict or influence their use.

A programme board involving City Officers, The Diocese of London and St Paul's Cathedral has been established to guide the development of the work.

Progress to date

1. Prioritisation

- a. An initial prioritisation of churchyards for enhancement was carried out by officers based on site assessments carried out by officers (A sample assessment is attached as Appendix 3) This preliminary prioritisation categorised churchyards into low, medium and high priority based on both the scale of work required and the number of aspects that required improvement. A second layer prioritisation was subsequently carried out to take account of strategic opportunities for improvement. The methodology for prioritisation is summarised as below.



- b. The preliminary list was refined following consultation and meetings with stakeholders. This final list was presented and agreed with the Programme Board. The top 11 priority churchyards are as below:

1. St Helen's Bishopsgate
2. St Anne & St Agnes
3. St Paul's Cathedral

4. St Bartholomew the Great
 5. St Mary Aldermary
 6. St Olave's, Silver Street
 7. St Botolph Bishopsgate
 8. St Brides Fleet Street
 9. Christchurch Greyfriars
 10. St Mary at Hill
 11. St Peter Westcheap
- c. Following public consultation, in addition to the top 11 high priority churchyards several cross-cutting thematic workstreams are proposed to consider individual elements of churchyards across the City e.g. interpretation, wayfinding, seating and soft landscaping. (Appendix 2)

2. Public Consultation

- a. The consultation on the programme was carried out in two stages: A workshop was held with key Diocese, parish and landowner stakeholders in June 2017, followed by a full public consultation exercise, undertaken in October-November 2017.
- b. The first-stage consultation workshop was held with several stakeholders in St Pauls Cathedral, to present the work completed and to gather feedback on priorities, objectives and issues for the City churchyards. Prior to this, initial consultation involved presenting the programme to the Diocese Advisory Committee (DAC) and to the Registrar of St Pauls to gather initial comments and support for the project. Following the workshop, key themes to consider for the City churchyards were established: Character, Care, Community and Connectivity. These were presented to the public for further refinement and feedback.
- c. The public consultation was carried out through several methods to gather feedback from a wide audience, such as:
 - Online surveys;
 - Postcards, which were available in churches and other locations throughout the City;
 - Drop-in sessions in churchyards around the City;
 - A collaboration with Archikids and St Paul's Cathedral, to engage families, professionals and visitors in various activities;
 - Presentation to Open Spaces Committee and the Department of the Built Environment User Group (developers and key built environment professionals in the City).

- d. The consultation was communicated through newsletters, online, Diocese and parish communications, resident publications and other publications such as City AM.
- e. The consultation was carried out by City officers and received a total of 480 responses. The feedback was largely consistent with that of the initial workshop, however greater importance was placed on the need for greenery, wayfinding and high standards of grounds maintenance and conservation. (Consultation report attached at Appendix 1)
- f. Parallel to this, meetings with individual Parishes from the preliminary list of priority churchyards were held to understand site-specific issues and opportunities for improvement. These were documented and agreed with the Parish. These will be used as a basis for progressing briefs for high priority churchyards.
- g. The consultations evidenced that a Churchyards Enhancement Programme is strongly supported by both the public and stakeholders. These spaces are valued for both their character and their amenity value as pockets of green space in the City. In addition to conserving these spaces, there was an overwhelming support for enhancements, to ensure the churchyards continue to provide high-quality green, historic spaces for the City community in the future. The analysis of public consultation responses revealed the following most supported priorities for the Churchyards Enhancement Programme:
 - Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone;
 - Enhance the quality of the greenery in churchyards and increase biodiversity;
 - Continue to provide high grounds/ historic features maintenance standards;
 - Improve signage across all churchyards and include further historic information.

3. Workstream progress

- a. A maintenance workstream was initiated to understand the overall yearly costs of churchyards in the City, and how higher costs might be linked to churchyards in poor condition. It is intended that enhancements to churchyards through the programme will eventually lead to lower yearly maintenance costs. This work has been completed, and it was found that although enhancements would reduce maintenance associated with litter and anti-social behaviour, a reduction in maintenance would be largely dependent on the level of planting and materials used.
- b. A workstream looking into the historic layouts and designs of the churchyards was progressed by the Historic Environment team. This research will provide an invaluable point of reference for future enhancements and historic interpretation proposals. It has also provided an evidence base for the site assessments and briefs being developed for priority churchyards.

- c. A workstream on commercial activity is being progressed by the Historic Environment team in collaboration with the Diocese. This workstream includes a review of the churchyards in the City that would be suitable for commercial activity and enforcing any commercial activity without planning permission. A document outlining the agreed approach and list of suitable churchyards for commercial activity is being drafted.

Next Steps

The next steps in finalising the churchyards programme include:

- A delivery plan for churchyard enhancements, for implementation over the next 5-10 years. This will include a priority list of 11 churchyards for larger-scale landscaping improvements, a list of smaller-scale, specific improvements, and recommended cross-cutting workstreams.
- A set of detailed project briefs for the top-priority 11 churchyards.
- Compilation of the work into a full Churchyards Programme Report, which will be submitted to committees for adoption in October 2018.

Appendices

1. Public consultation report
2. Emerging high priority churchyards and workstreams
3. Site assessment sample

Background Papers:

- Initiation report to Open Spaces and City Gardens Committee and Planning and Transportation committee (July 2016)

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Project Manager, Open Spaces

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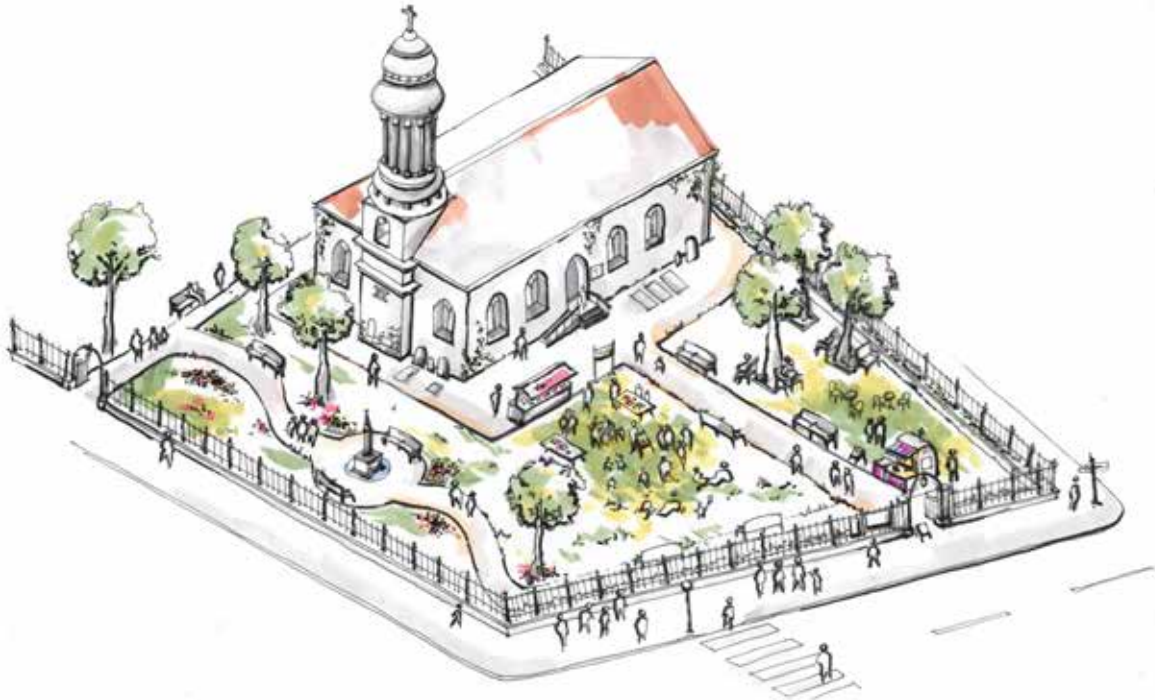
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Churchyards Enhancement Programme

Public Consultation
2 October - 17 November 2017

Consultation Report

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- 2| The Churchyards Enhancement Programme
- 3| Methodology
- 4| Q1: What do you most value about the City Churchyards?
- 5| Q2: What would you like to change?
- 6| Q3: How can we better connect the City Churchyards?
- 7| Q4: How can we increase the amenity value of the City Churchyards?
- 8| Summary Findings
- 9| Next steps

Appendix| Consultation response overviews:

- Postcards
- Emails
- Online User Survey
- Living Streets User Survey
- Archikids User Survey
- Heritage consultation overview

Consultation material:

- Survey Boards
- Other consultation material

1. Introduction

This report documents and summarises the feedback received from the public consultation, which took place 2nd October - 17th November 2017.

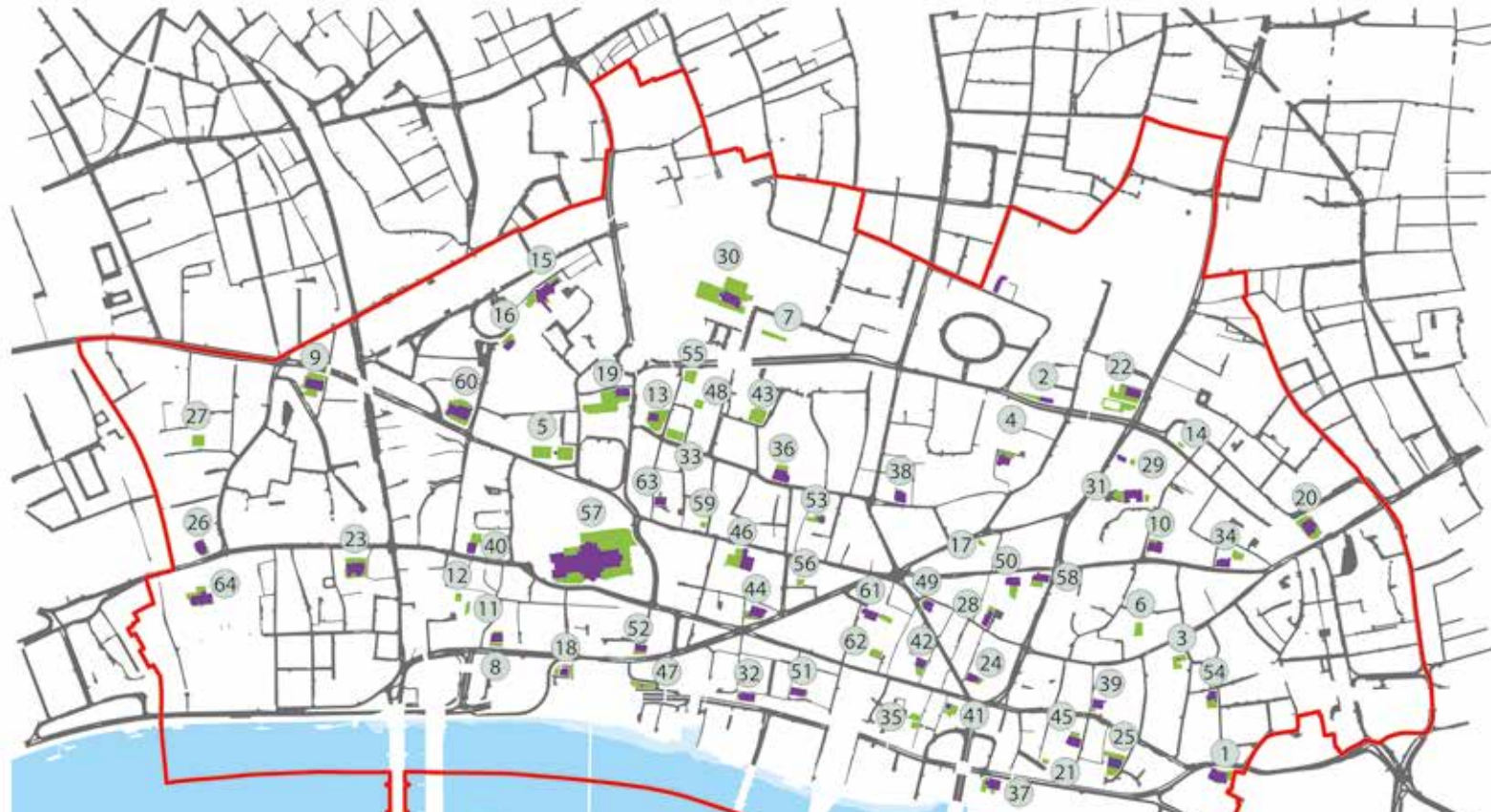
The purpose of the public consultation was to gather feedback on issues and aspirations for the City churchyards, informing priorities and the future development of the programme. The consultation was carried through drop-in sessions, user surveys and stakeholder meetings, receiving a total of 480 responses.

Prior to the public consultation, a workshop with key stakeholders took place in June 2017. This was held to understand the perspectives of key landowners and decision-makers from the City and church community.

The following pages provide an overview of the Churchyards Enhancement Programme and the methods used in the public consultation, before summarising the key themes and ideas highlighted. These will inform the next stages of the programme, in prioritising churchyards for enhancement and in progressing work streams to look at particular issues and aspirations across churchyards in a consistent and holistic manner.



Churchyards in the City of London



- | | | | | |
|--|--|--|---|--|
| 1. All Hallows by the Tower | 14. St Augustine Papey | 27. St Dunstan in the West (burial ground) | 40. St Martin Ludgate (Within) | 53. St Olave Jewry |
| 2. All Hallows London Wall | 15. St Bartholomew the Great | 28. St Edmund the King | 41. St Martin Orgar | 54. St Olave Hart Street |
| 3. All Hallows Staining | 16. St Bartholomew the Less | 29. St Ethelburga's | 42. St Mary Abchurch | 55. St Olave Silver Street |
| 4. Austin Friars (Dutch Church) | 17. St Benet Fink | 30. St Giles Cripplegate | 43. St Mary Aldermanbury | 56. St Pancras Soper Lane (Pancras Lane Gardens) |
| 5. Christchurch Greyfriars | 18. St Benet Paul's Wharf | 31. St Helen Bishopsgate | 44. St Mary Aldermary | 57. St Paul's Cathedral |
| 6. Fen Court | 19. St Botolph Aldersgate (Postman's Park) | 32. St James Garlickhythe | 45. St Mary at Hill | 58. St Peter upon Cornhill |
| 7. St Alphege London Wall | 20. St Botolph Aldgate (Without) | 33. St John Zachary | 46. St Mary le Bow | 59. St Peter Westcheap |
| 8. St Andrew by the Wardrobe | 21. St Botolph Billingsgate | 34. St Katharine Cree | 47. St Mary Somerset | 60. Holy Sepulchre London |
| 9. St Andrew Holborn | 22. St Botolph without Bishopsgate | 35. St Laurence Poutney | 48. St Mary Staining | 61. St Stephen Walbrook |
| 10. St Andrew Undershaft | 23. St Bride Fleet Street | 36. St Lawrence Jewry | 49. St Mary Woolnoth | 62. St Swithin's London Stone |
| 11. St Anne Blackfriars (Ireland Yard) | 24. St Clement Eastcheap | 37. St Magnus the Martyr | 50. St Michael Cornhill | 63. St Vedast Foster Lane |
| 12. St Anne Blackfriars (Church entry) | 25. St Dunstan in the East | 38. St Margaret Lothbury | 51. St Michael Paternoster Royal (Salters Hall Court) | 64. Temple Church |
| 13. St Anne & St Agnes | 26. St Dunstan in the West (front of church) | 39. St Margaret Pattens | 52. St Nicholas Cole Abbey | |

2. The Churchyards Enhancement Programme

The City's churchyards are historic open spaces with collective significance as a cultural asset. They form the setting for numerous churches and ancient monuments, providing a refuge from the City's intensity and essential places to rest and enjoy. Many are popular green spaces, however others are underutilised and in need of improvement.

The City of London Corporation is working in partnership with the Diocese of London and St Paul's Cathedral to develop a programme of enhancement projects for the City's Churchyards which aims to:

- Provide high quality, inspiring and sustainable spaces;
- Ensure safe and inclusive places for all the City's communities;
- Respond to the projected increase in worker, visitor and resident numbers in the City by providing enhanced areas to sit, eat lunch, play or relax, including accommodating 'agile working';
- Prioritise the enhancement of those churchyards in most need

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“ Through a **programme of improvement projects** and working with our stakeholders, we will seek to enhance the City's churchyards to provide **high quality and inspiring spaces** that help ensure **attractive, flexible, safe, sustainable and inclusive** places that support social cohesion and promote a cultural asset for all the City's communities, today, and for the future. ”



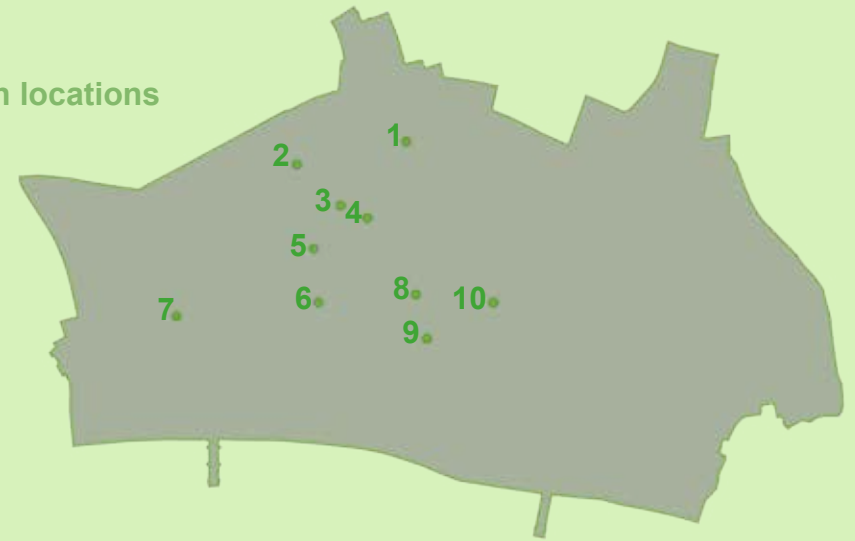
3. Methodology

The public consultation was conducted through various methods, which include: user surveys, drop-in sessions, online surveys, postcards, emails and stakeholder meetings. All methods consistently posed the following 4 questions:

- 1. **What do you most value about the City Churchyards?**
- 2. **What would you most like to change about the City Churchyards?**
- 3. **How can we better connect the City Churchyards?** *(e.g. way-finding, connecting the church interior to the churchyard exterior, exploring digital solutions)*
- 4. **How can we increase the amenity value of the City Churchyards?** *(e.g. the facilities available, potential new uses, enhancing historic character)*

The feedback received was collected and documented by City officers. The key points from each question were analysed by theme to consider the issues and aspirations across the City churchyards.

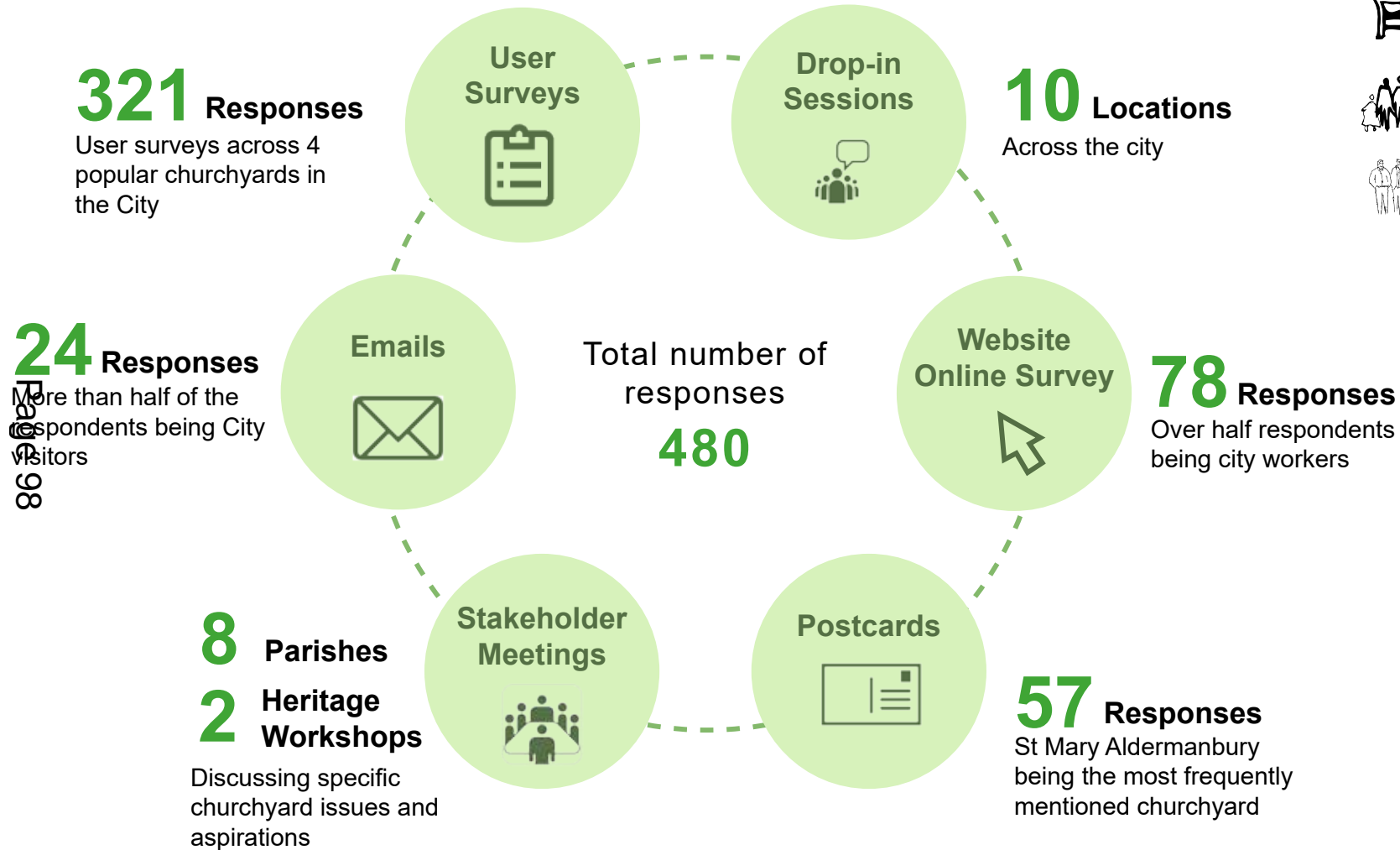
Drop-in locations



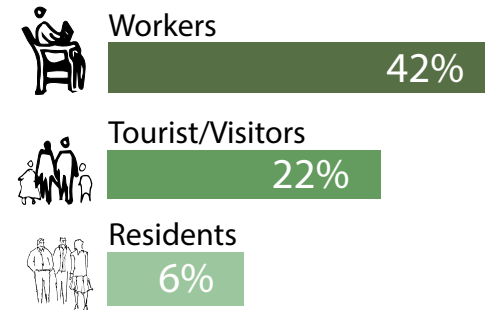
- 1. St Giles Cripplesgate
- 2. St Bartholomew the Great
- 3. St Botolph Aldersgate
- 4. St Anne & St Agnes
- 5. Christchurch Greyfriars
- 6. One New Change
- 7. St Bride Fleet Street
- 8. St Paul's Cathedral
- 9. St Mary Aldermary
- 10. Guildhall Market



Feedback Overview



Respondents*



*Respondents who chose to disclose whether they were a worker, visitor or resident

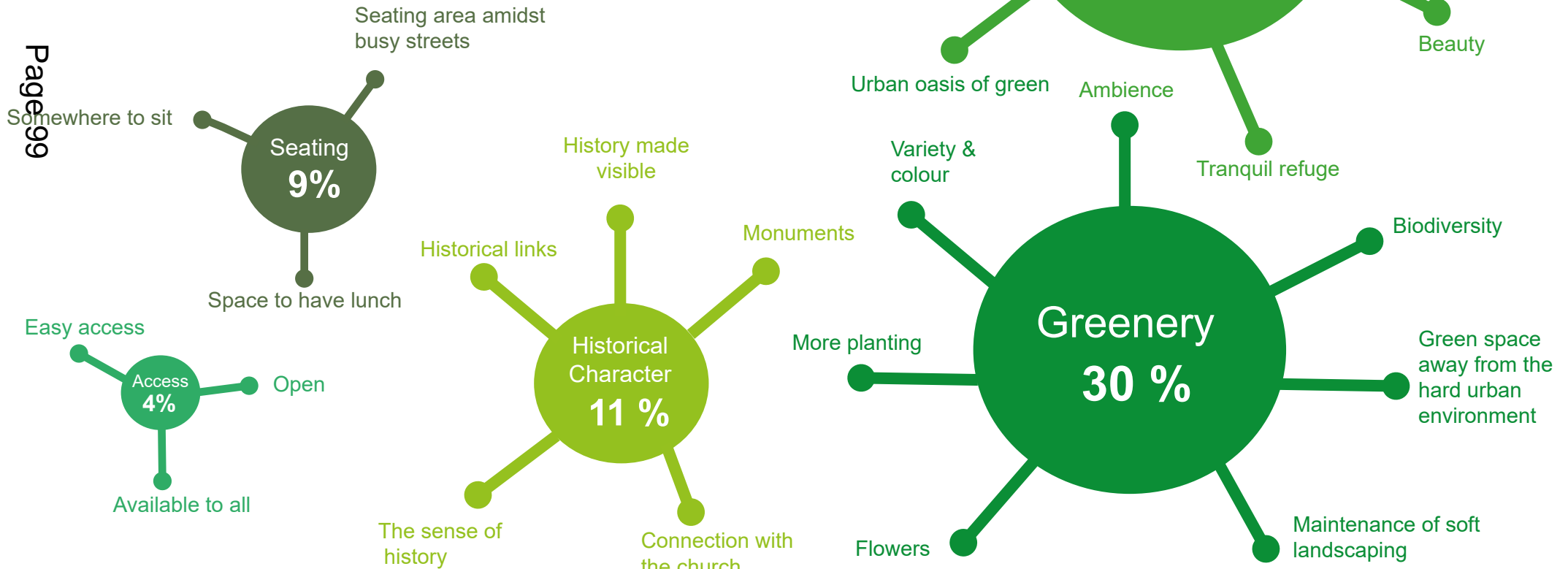
Outreach

- Articles
- Presentations
- Archikids Festival
- Newsletters
- Social Media

4. Q1: What do you most value about the City Churchyards?

This question focused on the existing state of churchyards across the Square Mile. This question was intended to draw out which characteristics should be conserved and celebrated for years to come.

There was an overwhelming enthusiasm about the City's churchyards, highlighting the importance of these spaces to many workers, residents and visitors. Overall, there is a need to preserve these spaces as tranquil, green spaces, conserving their historic features and individuality.

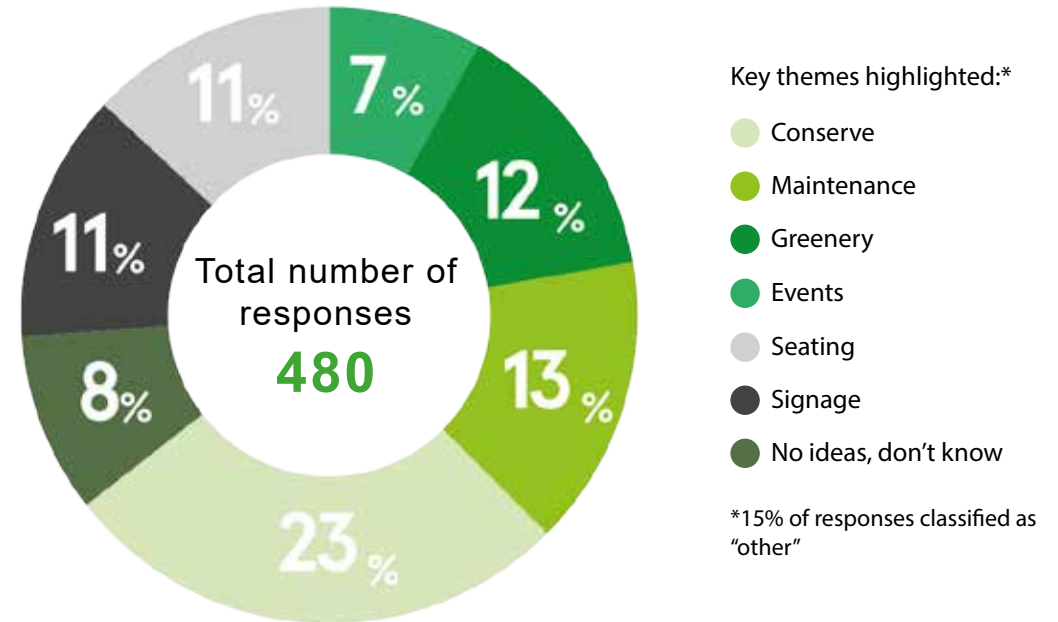


5. Q2: What would you most like to change about the City Churchyards?

Respondents were then asked which elements of the churchyards could be changed for the better, to inform priorities for future enhancements and to identify key areas for improvement across the City churchyards.

23% of respondents wished to **conserve** these spaces as they are, referencing the need to preserve the churchyards' historical artefacts, peace and tranquillity. This emphasis on preservation was followed by the need for more maintenance, greenery, seating and designated spaces for smoking, as highlighted below.

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13% Maintenance

- Further bins, consistent maintenance and regular litter collections.
- Regular repairs and conservation work across the City churchyards.

12% Greenery

- More planting variety.
- Further soft landscaping that enhances the layout of each churchyard.
- Increased biodiversity and wildlife that can contribute to the improvement of air quality.

11% Seating

- More seating for lunchtime activities.
- Types of seating that include movable/modular furniture, contemporary/modern designs, and various layout configurations.

6. Q3: How can we better connect the churchyards?

This question looks at the churchyards and their relationship to each other, the public realm, visitors and the churches themselves. This aims to draw out aspirations for the churchyards, concentrating on their outward-facing aspect and communicating the churchyard as an asset and public space for all to enjoy.

It was identified that any approach to connecting the churchyards across the City will need to also consider and convey the individuality of each churchyard.

27%
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of respondents stated the need for more **signage**, better **way-finding** and more information about the churchyards and churches. Signage options were mentioned:

- **Highlighting the history** of the churchyard and the church via history boards and plaques
- Flexible displays to convey the various activities of the church

23%

of respondents stated the need to **preserve** the churchyards as they are, describing them as **hidden gems** for discovery.

16%

of respondents stated that need for **digital solutions** as a way to better connect the interior/exterior of churchyards and its history. Some ideas were mentioned:

- **Interactive map** of the churchyards within the City
- **Digital app** offering historic information and self-guided tours
- A tool to bring artefacts and the **history of churchyards to life**.



7. Q4: How can we increase the amenity value of the churchyards?

This question focused on how the churchyards could improve their value to the public as an open space for all to use and enjoy. The aim was to draw out high level aspirations for the use of the churchyards, thinking forward to how they could be used in the future, including how their offer can be improved and made increasingly diverse.

It was identified that there is a need to increase the amenity value of churchyards, through the possibility of adding more community led events, providing more facilities and establishing a greater standard of maintenance and preservation for Churchyards.

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20%

of respondents would like to enhance and preserve the **historic environment** of the Churchyard by:

- Highlighting and marking out historic features
- Displaying historic information
- Commemorating the heritage through signage and digital solutions



23%

of respondents want the space to be further integrated with the **community**, and include arts and events. Some examples include:

- Visitor talks and tours
- Summer music
- Volunteers to help with maintenance and gardening
- Public art installations
- Concerts
- Space for sport activities, memorial meetings and various engagement activities

20%

of respondents would like more **facilities** including:

- Coffee stalls
- Bicycle parking
- Tables
- Water features
- More seating
- Ice cream vendors
- Book shops
- Pop up food providers
- Sensory gardens
- Bird boxes



8. Summary Findings

The themes, issues and aspirations raised by the public throughout the consultation period are summarised in the information adjacent. These priorities largely resonate with the initial stakeholder workshop held in June 2017, although there was a focus on certain themes over others.

A key finding was the need to both enhance and preserve the existing valued characteristics of the churchyards: greenery, history and tranquillity. This could entail providing more greenery and variety of planting where possible, and including further historic interpretation in the churchyard. In this way their peaceful characteristics and rich heritage can be enhanced and enjoyed for years to come.

In addition, the need and potential for more signage and way-finding was mentioned a number of times as a way to increase the connections between the churchyards in the City. Further historical and church activity information through either physical or digital mediums would greatly add to both the churchyards' individuality and their collective significance.

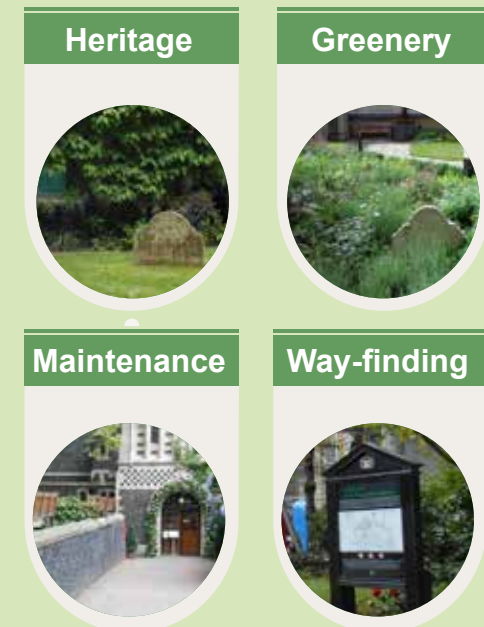
Other findings include the need to establish consistent maintenance across the churchyards. As these spaces are treasured by many City workers, residents and visitors, there was a strong opinion that their historic features and existing qualities should be maintained as a priority. Furthermore, there was a wider conversation around the topic of smoking within churchyards and its effect on the public and the function of the space. The overall consultation response has suggested that churchyards should remain an inclusive place for all to enjoy, establishing the need for designated smoking areas in some cases.

These findings and highlighted themes will be given particular consideration in progressing the Churchyards Enhancement Programme.

Priorities:

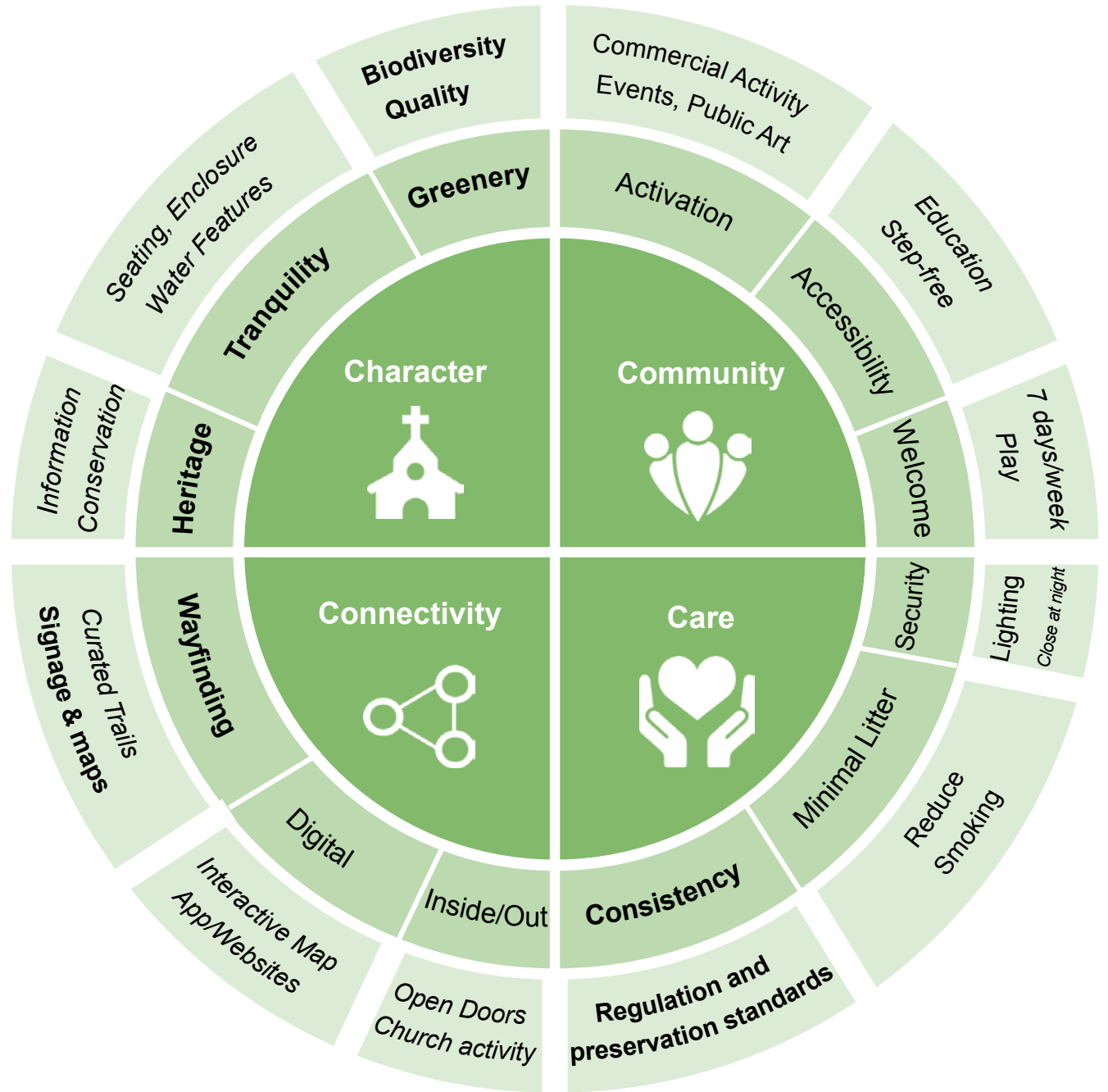
- Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone
- Enhance the quality of the greenery in churchyards and increase biodiversity
- Provide clear maintenance standards
- Improve signage across all Churchyards, and include further historic information

Work streams:



Key Topics for Consideration:

The diagram shows the main topics highlighted throughout the consultation. An initial version was produced for the public consultation, and this updated diagram is weighted to show the topics that were most strongly agreed with by the public. The topics in bold were the most popular, which have further informed priorities for developing the Churchyards Enhancement Programme.



- Themes
- Aspirations
- Potential outcomes and ideas

9. Next Steps

Finalising priority churchyards & work streams

Following the consultation, churchyards will be selected for enhancement, taking the feedback received and site assessments into consideration. This will involve a range of work including landscaping, conservation and historic interpretation.

Parallel to this, cross-cutting work streams will be prepared to deliver on aspirations for churchyards across the City, based on the feedback received. This will include themes as highlighted in the summary findings of this report.

Delivery plan

A delivery plan of priorities and 'quick-win' projects will subsequently be developed, with aspirations for short, medium and long-term delivery. The delivery plan will be implemented over a 5 to 10 year period.

Programme approval

The funding strategy, delivery plan and priorities will be collated in a report, which will go to the relevant City committees for approval in Summer 2018. After the programme's approval, work can commence on the enhancements and work streams outlined in the delivery plan.



Appendix

Consultation response overviews:

- Postcards
- Emails
- Online User Survey
- Living Streets User Survey
- Archikids User Survey
- Heritage consultation overview

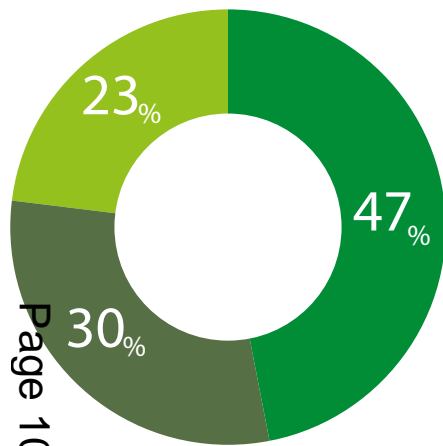
Consultation material:

- Survey Boards
- Other consultation material

Appendix Postcard overview

Total number of responses: 57

What do you most value about the City Churchyards?

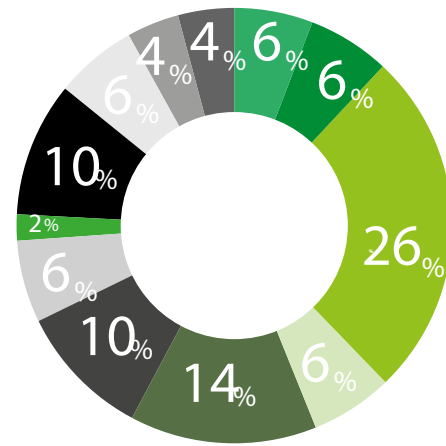


- Peace and Tranquillity
- Historical Character
- Greenery

VALUE

Peace and quiet, a sense of escape from the city, tranquil, a place to think
 Green oasis, greenery, wildlife, planting
 Tranquil, a place to think
 The sense of history, architecture
 Connection with the church, spiritual

What would you most like to change about City Churchyards?

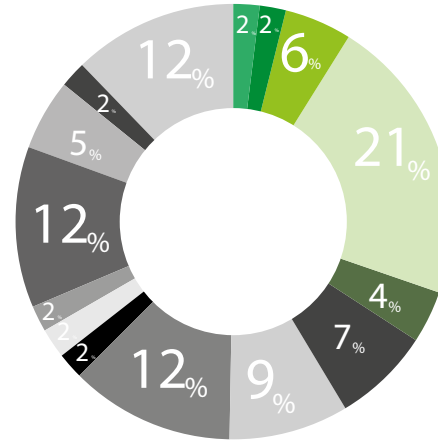


- Greenery
- Historic Character
- Maintenance
- Conserve
- Peace/ Tranquillity
- Seating
- Signage
- Smoking
- Wildlife
- Safety
- Anti-Social Behaviour
- Facilities

CHANGE

More greenery, planting, exotic/rare plants
 More seating
 Signage- historical information,
 Reduce antisocial behaviour, rough sleeping
 Preserve the quiet but continue to maintain
 Maintenance of historical features, headstones and overall repair
 Define a designated smoking area

How can we better connect the City Churchyards?

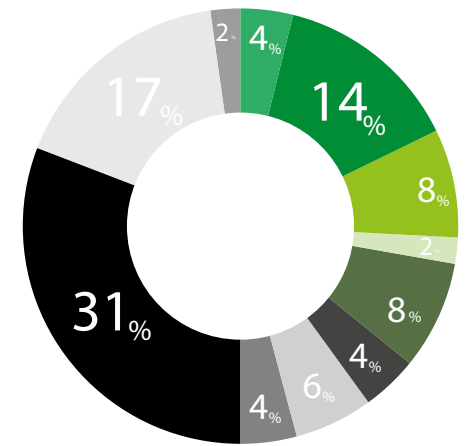


- Facilities
- Greenery
- Historic Character
- Maintenance
- Conserve
- Other
- Peace/Tranquillity
- Safety
- Seating
- Signage
- Smoking
- Wildlife
- Access
- Digital Solutions
- Wayfinding
- Events

CONNECT

Analogue signage, maps, Information boards
 Online map, digital app/guide to each space
 Way-finding, well-marked walks holding historic information, Historical walks, paper guides
 Signage of historic info and signposting
 Conserve, it is a surprise to discover them
 Visitor talks, more events with the locals needs more publicity

How can we increase the amenity value of the City Churchyards?



- Access
- Digital Solutions
- Events
- Greenery
- Historic Character
- Maintenance
- Conserve
- Peace/Tranquillity
- Signage
- Wayfinding
- Other

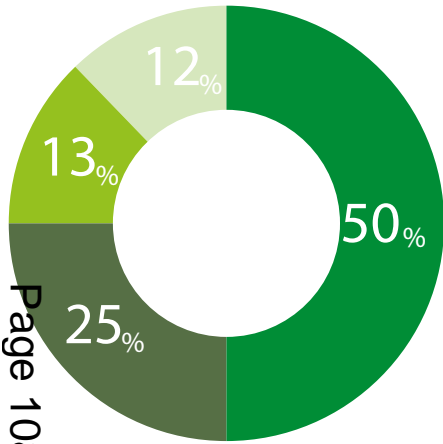
AMENITY

Furniture add more seating, tables and shelters
 Remain as is but continue to maintain and keep quiet
 Create more bird boxes and bee hives enhance wildlife
 Enhance historic character, commemorate the heritage
 Maintenance- regular cleaning, bin removal, cigarette bins
 Access, make more accessible with church

Appendix Email overview

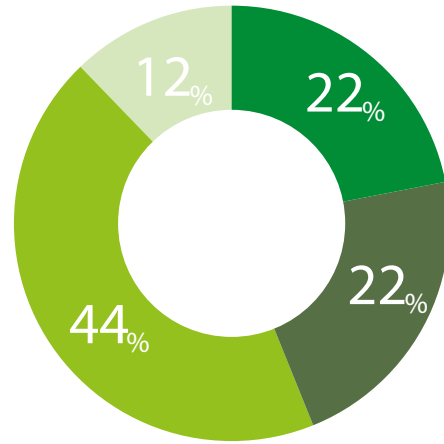
Total number of responses: 24

What do you most value about the City Churchyards?



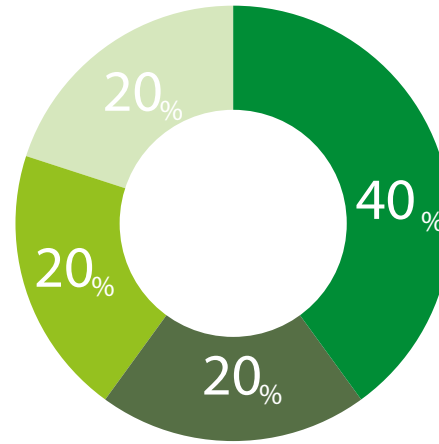
- Greenery
- Historical Character
- Other
- Peace and Tranquillity

What would you most like to change about City Churchyards?



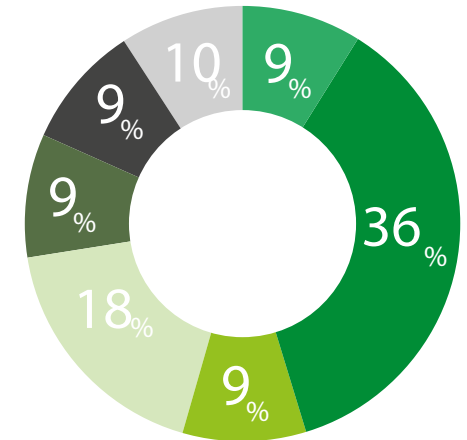
- Signage
- Access
- Maintenance
- Smoking

How can we better connect the City Churchyards?



- Access
- Digital Solutions
- Historic Character
- Events

How can we increase the amenity value of the City Churchyards?



- Historic Character
- Events
- Greenery
- Smoking
- Other
- Way-finding
- Conserve

VALUE

The greenery and biodiversity of the churchyards, maintenance of landscaping

An opportunity to find out about churches and burial places

Peaceful and quiet

Excellent use of CIL

CHANGE

Access of churchyard through road

Maintenance of churchyard, painting and repair

Appropriate signage to reduce skateboarders, sitting on gravestone

Designated non-smoking areas

CONNECT

History notice boards and information on about church visible

Incorporate and enhance aesthetic with in/ext of church

Interactive map with city church website

Involving volunteers and the local community

AMENITY

Historic information displayed in analogue format

Public art within the space

Church as well-being hub

Volunteer opportunity for maintenance

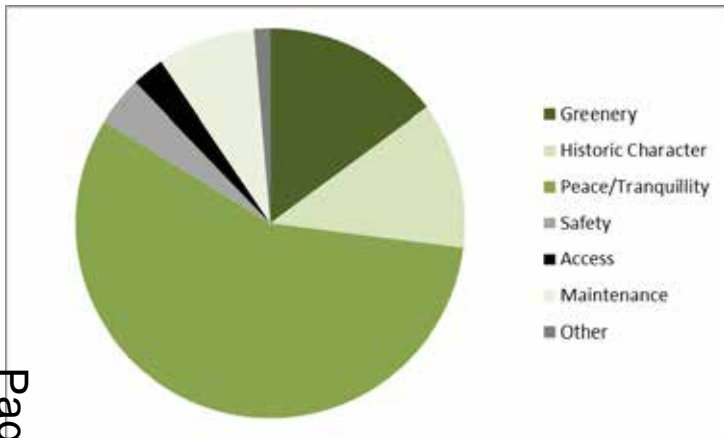
Sensory gardens

Conserve

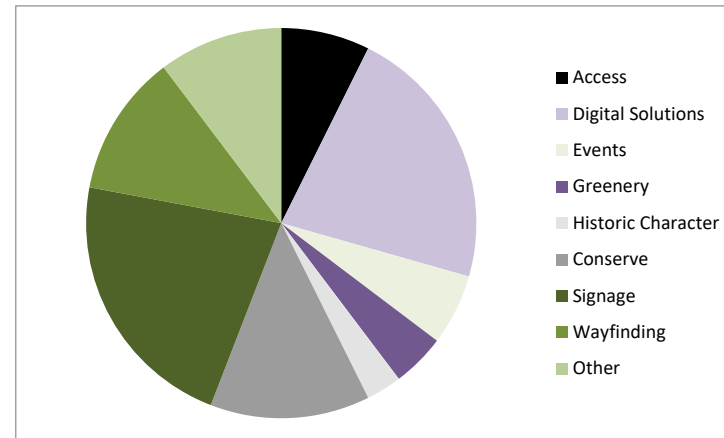
Designated smoking areas

Total number of responses: 78

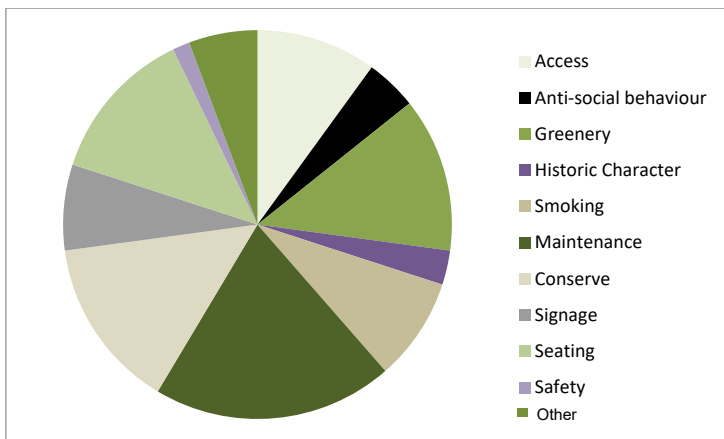
What do you most value about the City Churchyards?



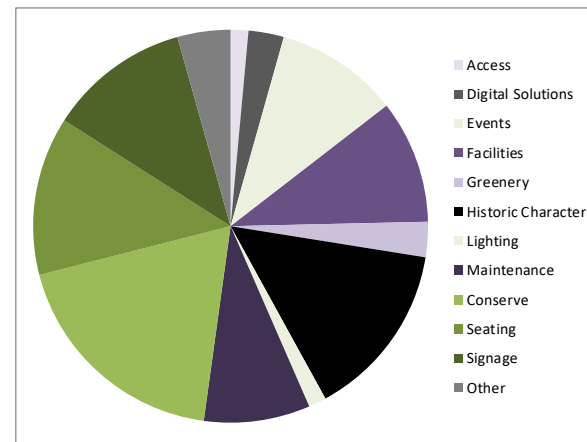
How can we better connect the churchyards?



What would you like to change in City Churchyards?



How can we increase the amenity value of the churchyards?



Total number of responses: 201

What do you most value?

most common answers (including both first, second and third answers) were the following:

Ambiance, atmosphere, place of calm, tranquillity	29	12%
Beauty, nice place, attractive, well maintained	17	7%
Seating, somewhere to sit, benches, good seating	33	14%
Greenery, trees, wildlife, grass, flowers, nature	83	35%
History, heritage, iconic buildings	19	8%
Quiet, peaceful place, nice quiet place	54	23%

Q4 What would you most like to change about the City Churchyards?

most common answers (including both first & second answers) were the following:

No ideas; don't know	32	19%
Nothing, nice as they, happy as they are, don't change them	79	47%
Cleaner, more maintenance and upkeep	20	12%
More greenery, flowers, planting etc	22	13%
More seating, benches or seating is important	16	9%

Q5 How can we better connect the City Churchyards?

most common answers were the following:

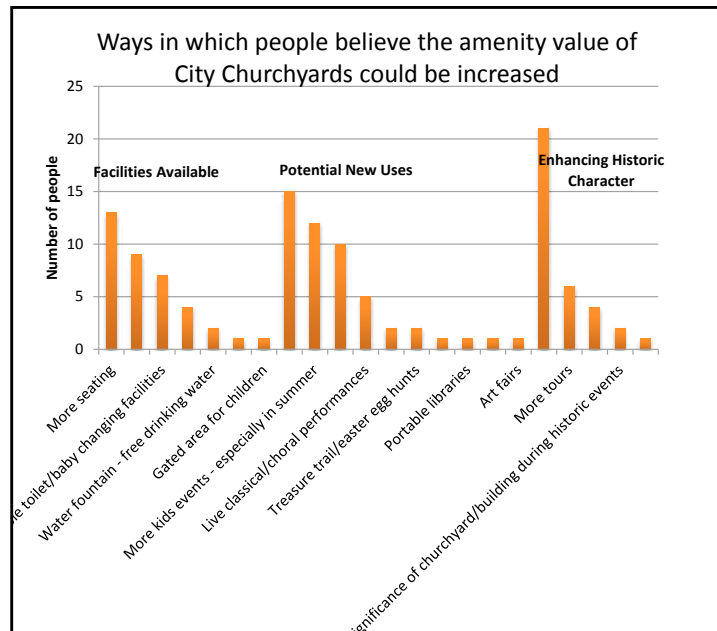
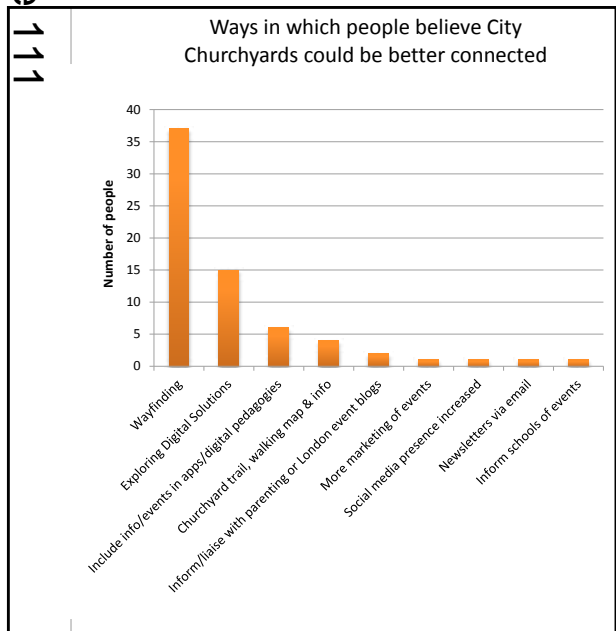
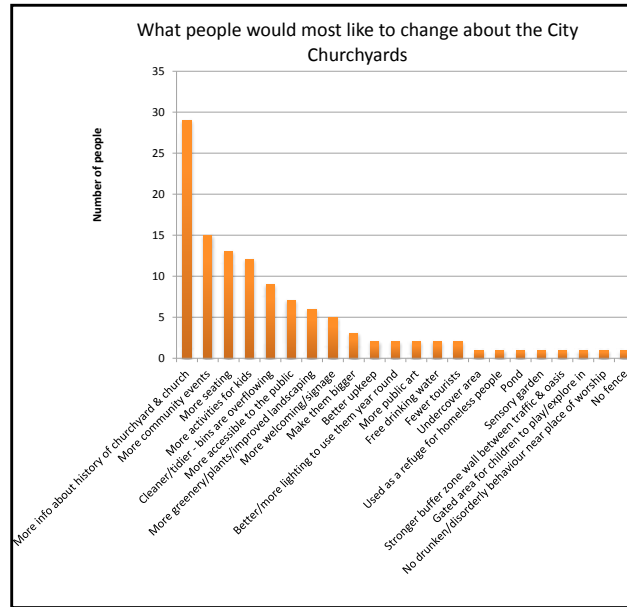
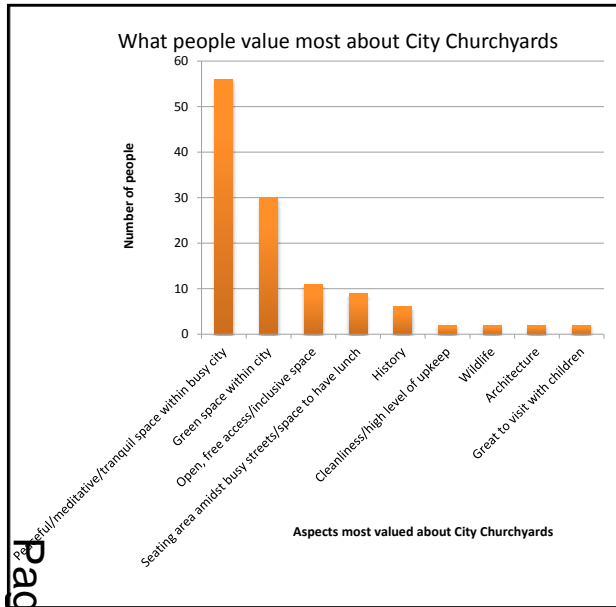
Online: Improve online website; churchyard app, better online information; link churchyards on google maps etc	24	14%
Physical connections: More signs; maps; better wayfinding; plaques on the floors; sign posts to other churchyards; more informaton	79	46%
Don't know; no idea or don't improve the connections - I like them as they are	68	40%

Q6 How can we increase the amenity value of the City Churchyards?

most common answers were the following:

Seating; more seating; seating is important	15	8%
More bins; ash trays and rubbish collections	9	5%
More information about the spaces; historical information; better signs so people know where they are	24	13%
Food; drink; coffee stalls	17	9%
Toilet facilities	8	4%
More greenery, colour, flowers and planting	7	4%
I don't know, no ideas	27	15%
Nothing; I like it as it is; happy as it is; don't want it to change	57	31%
Events; activities; exhibitions; art work etc	17	9%

Appendix Archikids user survey



Total number of surveys: 120

Value

Contemplation and rest, certainly, but what about flexible working? realise the sense of place and space, a sense of discovery. How the spaces engage with the imagination and search for knowledge. Connection with people from the past. The projection into the past.

Amenity value

revisit the design and layout of these spaces so that they can come across as churchyards, There is a need for these spaces to clearly and legibly read as churchyards.

Connecting:

Evidential value and Community value – may have different and competing needs and requirements for the same space.. Bespoke approach for each churchyard is important. Way to increase wayfinding through the profile through mapping? This can be virtual, so that users can look at different levels of information, according to their area of interest.

Change: more focus on soft landscaping, planting, grass. Planting and the balance of it is vital, including grass Also need to consider the commercial opportunities.

Historic Character

– laying out ground plans of churches in churchyards where these have been lost, and that this method is added to the specification of the project.

Signage

Archaeology should be linked with folk memory through signage and marked out features, a leaflet would be a good thing. Some of the existing boards are of limited use, and somewhat dated.

Greenery

churches were landscaped in the 1950s, when such interpretation wasn't a priority – there is now an opportunity to do this. For landscaping an interpretation strategy that can look at these ideas carefully, rarity of these landscapes needs to be carefully preserved

Digital Solutions

Digital methods combined with physical marking out space could complement each other. virtual connection, interpretation or something similar that lets you access more information while you are there.

Smoking- Blanket ban across all churchyards

Wayfinding- wayfinding issue. People don't know where the churchyards are

Facilities

needs to be individualism of food offerings, matching the individualism of approach for a particular site.

Maintenance

conservation work on the tombs, perhaps the ones that have greater aesthetic or historic value

Seating

More seating in churchyards was generally held to be a good thing as long as it didn't conflict with the main space. Movable furniture must be accompanied by a strict management regime.

Accessibility

The sensitivity of burials and ground levels was discussed. There must be a balance with the need for accessibility. Making spaces welcoming during the day and perhaps less welcoming at night

Overall from high to low priority

- Historic information & interpretation
- More seating
- Tranquillity
- Ban smoking
- Increased Greenery
- Minimise litter
- Improved Signage
- Improved disabled access
- Play & education facilities
- Clear maintenance standards
- Gated & closed at night
- Spill-out area for church activity
- Public art & events
- Commercial activity
- Curated Walks
- Digital information

Page 113

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2.



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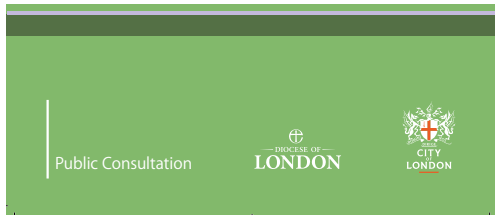
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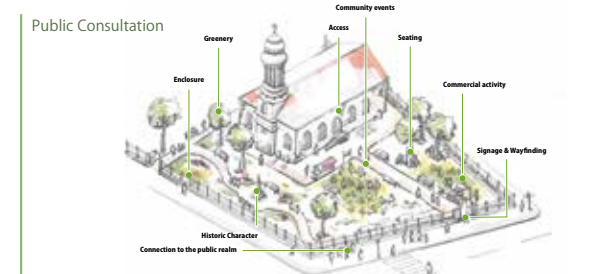


Information booklet



Postcards

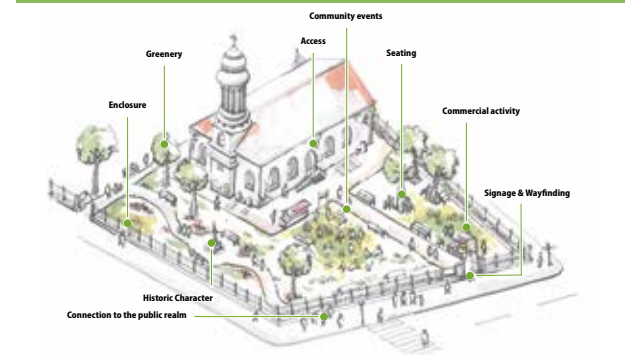
Churchyards Enhancement Programme



The City of London Corporation is working in partnership with the Diocese of London and St Paul's Cathedral to develop a programme of enhancement projects for the City's Churchyards which aims to:

- Provide high quality, inspiring and sustainable spaces
- Ensure safe and inclusive places for all the City's communities
- Respond to the projected increase in the City population, by providing enhanced areas to sit, eat lunch, play or relax

Information banner



Press articles

Making the most of our spaces

WHAT would make the City's churchyards more inviting? Better seating, longer opening hours, more sculpture display facilities?



Inclusive, responding to the projected increase in the City's population and including accommodating 'agile working', and prioritising churchyards most in need.

During October you can have a say as part of the Churchyards Enhancement Programme being developed by the City of London Corporation, in partnership with the Diocese of London and St Paul's Cathedral.

The programme is aimed at providing high quality, inspiring and sustainable spaces; ensuring they are safe and

More information and online survey at cityoflondon.gov.uk/churchyards

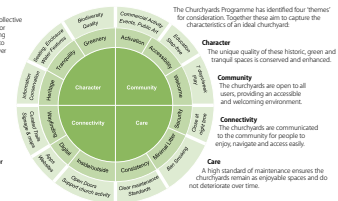
News, info and offers at www.cityoflondon.gov.uk/eahot

Churchyards Enhancement Programme

The City's Churchyards
The City's churchyards are historic open spaces with collective significance as a cultural asset. They form the setting for numerous churches and ancient monuments, providing a refuge from the City's intensity and essential places to rest and enjoy. Many are popular green spaces, however others are underutilised and in need of improvement.

The City of London Corporation is working in partnership with the Diocese of London and St Paul's Cathedral to develop a programme of enhancement projects for the City's Churchyards which aims to:

- Provide high quality, inspiring and sustainable spaces
- Ensure safe and inclusive places for all the City's communities
- Respond to the projected increase in worker, visitor and resident numbers in the City by providing enhanced areas to sit, eat lunch, play or relax, including accommodating 'agile working';
- Prioritise the enhancement of those churchyards in most need



Your views are important to us

In order to develop projects that address the issues and meet the needs of the community, we want to hear your views:

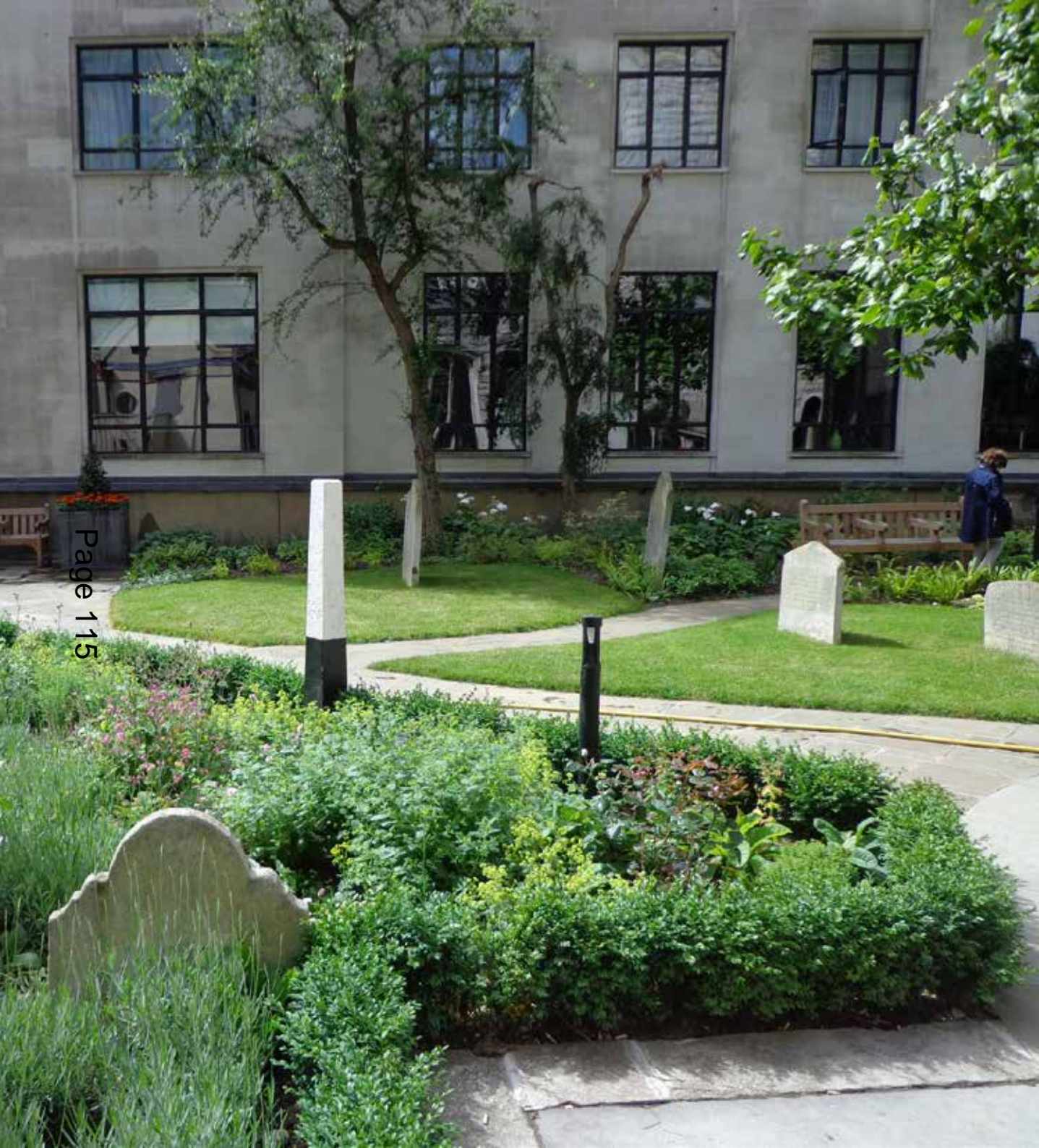
- What do you most value about the City Churchyards?
- What would you most like to change about the City Churchyards?

- How can we better connect the City Churchyards?
Is a wayfinding connecting the church better as the churchyard entrance, exploring digital solutions?
- How can we increase the amenity value of the City Churchyards?
Is it the facilities available, potential new uses, enhancing historic structures?

Please submit your comments by emailing us at churchyards@cityoflondon.gov.uk or by completing an online survey on our website: www.cityoflondon.gov.uk/churchyards



Copies of the booklet are available on request



If you have any comments or feedback you feel was not covered in this report, please email churchyards@cityoflondon.gov.uk.

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**Churchyard Enhancement Programme
Emerging High priority churchyards and other work streams**

Appendix 2

Top 11 High Priority Churchyards

Large scale landscape improvements	
Name	Comments
St Helen's Bishopsgate	Under-utilised space with opportunities for increased greenery and seating as well as step-free access. Concept design has already been developed. Possible to align with 22 Bishopsgate programme. Contingent on a maintenance agreement with CoL. Within ECC Area Strategy
St Anne & St Agnes	Large space with plentiful trees and greenery. Some issues exist with anti-social behaviour and accessibility. Opportunity to re-landscape to resolve issues and increase amenity value. In the vicinity of St Pauls Gyrotory project (in design development). Adjacent to the Culture Mile and close to the planned Centre for Music.
St Paul's Cathedral	Largest of the City Churchyards. Numerous spaces of varying design and character. Extremely well-used which puts pressure on pathways and seating. Some re-landscaping would resolve issues, refresh planting and enhance amenity. Coordination required with the Cathedral's programme of works. Part of the emerging St Pauls Area Strategy.
St Bartholomew the Great	Popular space in need of some re-landscaping. May be possible to introduce step-free access from Cloth Fair. Railings are in need of repair. Within the Culture Mile.
St Mary Aldermary	Small space in poor condition that would benefit from re-landscaping. Possible to introduce railings and gates to resolve anti-social behaviour problems. Commercial activity issues need to be resolved/regularised
St Olave Silver Street	Good size space that is currently under-utilised. Some re-landscaping would increase amenity value and seating opportunities. Opposite proposed new Centre for music and adjacent to the Culture Mile.
St Botolph Bishopsgate	Large space that is very well used and a popular walking route. Opportunity to re-landscape some sections to refresh planting, improve layout and reduce opportunities for rough sleeping. Within the ECC Area Strategy
St Brides Fleet Street	Primarily hard-landscaped. One of the few public spaces in this area. Possible to introduce more greenery and seating to increase amenity value.
Christchurch Greyfriars	The eastern section of the Churchyard is a very high quality with excellent planting. This contrasts with the western section that is mainly lawn and under-utilised. Possible to re-landscape western section to

	introduce more planting with new pathways and seating areas to better complement the eastern section. Potential for new access from Newgate Street to increase perception as a public space. Adjacent to the St Pauls Gyratory project. Adjacent to the Culture Mile.
St Mary at Hill	Small space in need of enhancement. Proposed to introduce step-free access Live project: Detailed design is complete and approved by Committees
St Peter Westcheap	Small space in need of re-landscaping. Historic railings are in need of refurbishment. Sketch designs produced as part of Greening Cheapside project

Small-medium scale landscape improvements

Name	Comments
All Hallows London Wall	A linear space that is under-utilised at present. Proposed medium scale project affecting several elements including layout, hard and soft landscaping, seating and step-free access (if feasible)
St Andrew By the Wardrobe	A number of issues need to be addressed in the short-term, including anti-social behaviour, condition and soft landscaping. Large lead planters to be removed and landscaping and paving tidied up
St Andrew Undershaft	A very constrained site in need of refreshing in a prominent ECC location. In the short term minor re-landscaping is recommended
St Anne Blackfriars Ireland Yard	A large space that has been recently altered. Would benefit from further minor alterations to address drop and some landscaping changes
St Giles Cripplegate	Restoration/maintenance elements to be addressed including damage to the ledger stones that are laid flat and drainage.
St Mary Staining	Minor landscaping alterations proposed to address dry shade in the short term. Level access is possible in the longer term
St Pancras Soper (Pancras Lane Gardens)	Recently re-landscaped. Minor alterations to surfacing and landscaping to address usage of space
St Peter Cornhill	A small-medium scale project that could introduce step-free access and refresh the space through landscaping
St Sepulchre-without-Newgate	A small-medium scale project that can make this space more inviting by re-landscaping, seating and paving upgrades
St Benet Pauls Walk	A future transformational project, subject to the timing of neighbouring redevelopment. In the short-term some repairs are needed

Cross-cutting Projects and workstreams

Name	Comments
Information signage	The existing information signs in the churchyards are nearing the end of their life and need replacement. A cross-cutting project is proposed to replace all the signs with a new design that is robust, appropriate for these historic settings and can be easily maintained and updated. There is also a desire for these signs to include historic interpretation information
Template legal agreement	There is a desire to simplify and regularise the legal agreements for the Churchyards. A template has been developed and is under discussion with the Diocese
Maintenance efficiencies	Open Spaces officers have carried out some initial research to identify efficiencies. This workstream is to be further developed
Smart Churchyards	Some research has been undertaken into the use of tech and smart solutions for the Churchyards with the objectives of improving information and destination potential as well as benefits for agile working and historic interpretation
Commercial Activity	The planning team have developed some guidelines which are being discussed with the Diocese
Historic Research	The historic environment team have undertaken some initial research which will be fed into project briefs and will help to develop the historic interpretation information for the Churchyards

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**Churchyard Enhancement Programme
Churchyard Assessment Sample**

Appendix 3

Churchyards Assessments

Name of Churchyard: St Anne & St Agnes

Priority: High/Medium/Low

Scope: High/Medium/Low

No.	Criteria	Notes
Fundamental		
1	Public Access	Yes
2	Disabled Access	<p>2003 Audit Site C29/A6 Noble Street Gardens. Dropped kerbs are in place in Noble Street and Gresham Street to gain access to this open space. Neither of the kerb facilities have underfoot tactile warnings and it is recommended that some be installed.</p> <p>Very good level access for a wheelchair user is provided in the south-western corner. The paving slabs and cobbles laid to the walkway provide a firm and even surface.</p> <p>Additional level access is available to the west of the site. A ramp leads from this entrance, which is 2.3 metres wide and has a gradient of 1:24, this is good practice.</p> <p>The small walkway that cuts between the Shrub beds on the eastern side is laid to paving slabs, however the gaps between each slab have no pointing and pose a potential trip hazard. Consideration could be given to reducing the gap and then point the slabs. A further consideration could be to trim the foliage that currently overhangs this walkway.</p> <p>The paved area where the majority of bench seating is provided is in reasonable condition. The benches here have seat heights of 450mm and are fitted with armrests.</p> <p>The adjacent internal ramp (2 metres wide) has a gradient measurement of 1:24 and a mostly firm surface. However it was noted that some paving slabs on the ramp are uneven and thought could be given rectifying these.</p> <p>The north side pedestrian approach to this open space. The steps here have risers and goings of the correct height and width and good design steel handrails are fitted. It was noted that the paint on the step nosings is faded and</p>

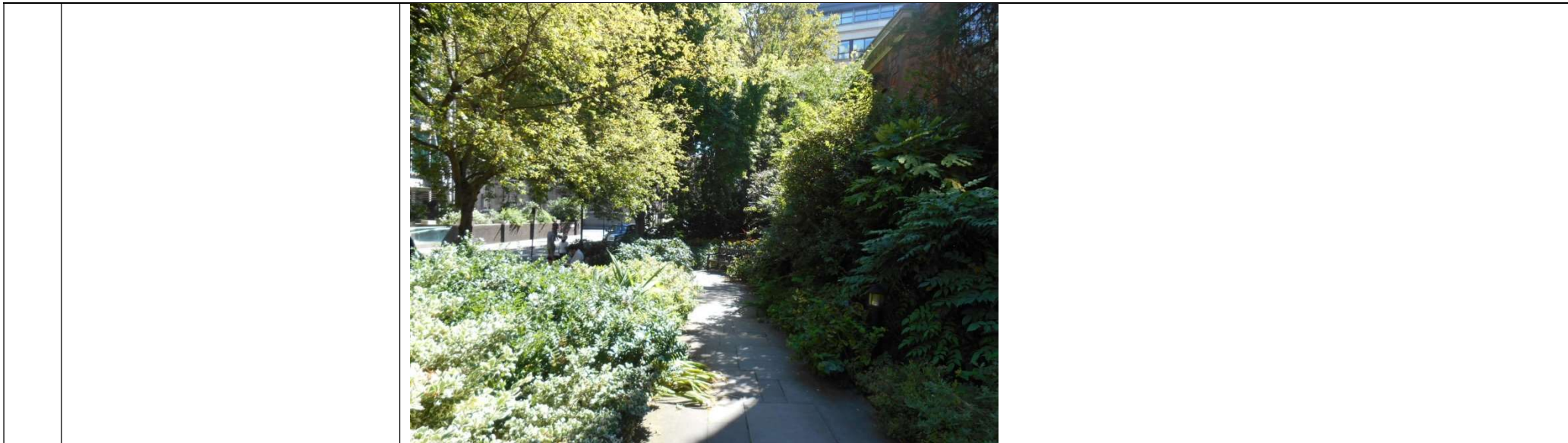
		<p>therefore a suggestion could be to upgrade this and to further highlight the handrails so making them more distinct to a person with sight impairment.</p> <p>This open space has exterior lighting in its northern section and a recommendation could be to extend this to the southern section also, this could aid wayfinding if light levels were to drop.</p> <p>All the litterbins are strategically placed so as to not cause an obstruction or hazard, particularly to a person with sight impairment, this is good practice.</p>
3	Enclosed/Gated	None
4	Current Usage	<p>Public garden – well used</p> <p>See 'issues' section for any ASB information.</p>
5	Legal agreements (e.g Maintenance)	Legal agreement under CoL(VP) Act 1952 (Section 5) 19 th Jan 1967 (50 – 30)
Page 125	Context	<p>The site is adjacent to the London Wall.</p> <p>Planning permission has been granted for a rear extension to the church.</p> <p>Identified as part of the Cheapside & Guildhall area strategy.</p> <p>Church not currently used for services, but for community events (to be checked)</p> <p>Located in the LEN area of influence.</p>
	7	Historic background
Physical Condition		
8	Hard Landscape	Okay condition, narrow paths.



Soft Landscape

The current planting makes the church garden very secluded, which can lead to anti-social behaviour. There is currently a lot of soil with no planting that covers a lot of the space. A large variety of trees are present, and should be retained as part of any landscaping scheme if possible.





10
Page 127

Historic monuments

10 grave stones (some of which sit at the back of house area of the adjacent building)




Historic artefact: 1930's water level monitor- a potential security threat? (the monitor is openable)



Ruins from WWII bomb damage



Churchyard site is adjacent to the London Wall, and this will require careful consideration

11	Furniture	<p>Benches in fair condition and bins in pathways/hard landscape, none present in the green spaces</p> 
12	Other	<p>A lot of wildlife (bird species) A biodiversity assessment to be carried out as part of any landscaping scheme. The churchyard should be visited when dark, to assess the lighting conditions</p>
Issues		
13	ASB	<p>Because of the seclusion and lack of visibility from the street (due to the dense planting area), cab drivers tend to urinate in the garden as it is adjacent to a taxi rank. The issue appears to have improved since the adjacent bar has let cab drivers use the WC.</p>
14	Rough Sleeping	<p>An issue, reported by Open Spaces maintenance team. Problem particularly bad on Mondays, cardboard left in the garden. Ongoing issue of excrement.</p>
15	Litter	<p>Bins provided. No excess cigarette litter observed.</p>
16	Commercial Activity (authorised/unauthorised)	<p>Churchyard frequently used for community events. Use to be investigated further as part of any landscaping scheme. Coffee cart was here previously. There could be potential for a designated area for commercial activity</p>
17	Other	
Opportunities		
18	Access	<p>The pathways could be widened and straightened, to increase user accessibility. A raised pathway would make the church accessible.</p>

19	Enclosure	<p>Possibility of installing railings, to enclose the churchyard and lock the gates at night, thus mitigating anti-social behaviour.</p> <p>Historic railings records to be checked, as part of the historic research workstream.</p>
20	Design/layout	<p>Potential for a new layout in the overall design of the space. In the space outside the main church entrance, the curved aspect of the garden could be removed and restored its original rectilinear form. The design of a new public space could be more 'radical' on other areas of the churchyard, which would contrast with the conservative approach of the front area.</p> <p>The highways owned part of the space would need to be redesigned in conjunction with any landscaping scheme to create one continuous space.</p>
21	Hard landscape	To introduce wider pathways (see access)
22	Soft landscape	Potential for redesign and new planting. The amount of soil with no planting makes a case for the replanting of shrubs and opening up that area of the churchyard. This would help to mitigate antisocial behaviour by increasing visibility. Existing trees of note should be retained where possible.
23	Furniture	Potential to add further benches to the garden area of the churchyard. The current bench locations are in very shaded areas.
24	Conservation	Several features worthy of restoration as part of any landscaping scheme (see the Churchyards Statements of Significance for further information).
25	Enhancement of Historic Environment	The bomb damage (if structurally stable/safe) remnants could be an interesting landscape feature for a newly enhanced space
26	Interpretation	To review the existing signage, both text and design.

		 <p>Possibility of interpreting the former church footprint in the churchyard garden.</p>
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27	Monuments	No major changes to monuments. See monument condition survey (when available).
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Page 131	Other	
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	Future Potential	A new landscaping design for this churchyard would provide higher amenity value for the public and create more capacity to allow increasing numbers of users. The enclosure of the churchyard would increase safety and provide a quiet retreat for visitors, residents and workers in the city.
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Key Recommendations

Short Term

	Lighting	The space could benefit from repairs to any damaged lighting.
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Long Term

	Re-landscaping	<p>The re-landscaping of the entire churchyard and adjacent areas of highway would:</p> <ul style="list-style-type: none"> • Make better use of the available space • Reduce antisocial behaviour by increasing visibility and security
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		<ul style="list-style-type: none">• Increase accessibility of the space• Better interpret the history of the churchyard• Improve the quality and design of the signage <p>The churchyard would thus benefit from better pathways, signage redesign, replanting of shrubbery, and the reconfiguration of green spaces. The impact of this on the biodiversity of the site should be investigated.</p>
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Committee:	Date:
Open Spaces and City Gardens	16 July 2018
Subject:	Public
City Gardens Events Policy - Review	
Report of:	For Decision
Director of Open Spaces	

Summary

This report presents the updated City Gardens Event Policy. The Events Policy was approved by Open Spaces Committee on the 6th June 2016 following a trial of a draft policy presented to Committee on the 20th April 2015. Some minor amendments have been made as result of feedback from users and to assist with the administration of events. It has also incorporated some minor changes to align it with the Open Spaces departmental events policy that was presented to committee in April 2018.

The fees and charges in appendix 2 have been updated.

Members are asked to agree the final version of the events policy and updated schedule of fees and charges.

Recommendations

Members are asked to:

- Approve the updated version of the City Gardens Events Policy, attached at Appendix 1;
- Agree the updated schedule Fees and Charges as detailed in Appendix two.

Main Report

Background

1. The City Gardens team regularly organises and facilitates small scale events and activities, the majority of which are walks and talks and environmental volunteering activities. These events are either funded through external grants or arranged by the City Gardens team in partnership with community groups such as the Friends of City Gardens and the City of London Guides at minimal cost to the City.

2. In addition, the gardens attract regular filming and professional photography requests; these are managed by the City's Film Team and facilitated by City Gardens, accruing modest amounts of income. In recent years the City Gardens team has experienced an increasing number of requests from members of the public to use the gardens to hold special events such as wedding celebrations.
3. The City's open spaces are protected by various legislation and regulations that help protect and govern the use of the gardens and restrict certain activities.
4. All of the City of London's City Gardens are less than two hectares in size and fall within the definition of the London Plan's (2011) hierarchy of open spaces as Small Open Spaces and Pocket Parks. Due to size these are therefore considered suitable only for small scale events. According to the Health and Safety Executive (HSE) a small event is classified as 'the attendance of 500 people or less'. Few if any of the City Gardens could accommodate such numbers so events tend to be very small scale.
5. Until June 2015, the City Gardens section had not actively publicised the gardens to be used for event purposes. Any fees that had been charged were minimal and had been used to cover costs incurred by the gardening team for facilitating an event. However, this was undertaken on an event-by-event basis, with no formal guidelines in place to assist officers.
6. In addition, the inclusion of organised events has and will provide more diverse opportunities for communities to enjoy and make use of the City Gardens.

Current Position

7. Following committee approval in April 2015 the City Gardens Events Policy was published on the City Gardens pages of the website and is provided to anyone enquiring about holding events or hiring a garden.
8. Events have generated an income of £7,057 between May 2017 and April 2018 compared with £2,000 for the same period in 2015/16. Applications have been and continue to be assessed monthly by the City Gardens Event Group (CGEG). The most popular events continue to be group wedding photography and associated celebrations with up to 50 participants.
9. A few larger events such as the NOMAD pop up cinema held on Festival Gardens have been held. This demonstrates a potential for larger events to be staged.
10. The events held so far have provided new opportunities for members of the public; they have been well managed with no negative impact on any of the gardens or complaints from nearby residents or businesses
11. The City Gardens team in partnership with the Open Spaces Marketing & Development Manager have designed and converted online event documents to make the application process as easy as possible for the user and for administration purposes. The downloadable forms have reduced the number of telephone enquiries and are proving successful with applicants using the website as first port of call to find the information that they need.

Proposals

12. As fees and charges have not increased since 2015, it is proposed that the fees and charges for garden hire are increased in line with inflation. The inflation rates applied were the Office for National Statistics annual rate of inflation for May in each year. The compound inflation uplift applied for this period is equal to 5.5%
13. For non-corporate events it is proposed to abolish the application fee that was payable at the point of submission. Feedback indicated that this was putting off some customers who were unsure if their event would be allowed to go ahead or not. There is now one fee that has been increased to include the hire fee and the application fee. Corporate events will still need to pay an application fee, due to the additional and sometimes abortive work this entails for officers.
14. The largest increase is to the fee for additional days, which was previously set at £396. This has now been increased to 50% of the costs of the first day's hire, i.e. £780. This uplift is proposed as the previous fee was felt to be too low when considering that multi-day events restrict the use of the spaces by others and restricts the income that City Gardens can make.
15. Fitness training and similar activities have been removed from the policy as these have proved to be difficult to govern within the current policy as they come in many various forms and need to be managed accordingly. It is the team's intention to develop a separate policy and fees structure to manage those activities.
16. The updated Events Policy, incorporating the changes outlined above, is attached at Appendix 1, along with the updated Schedule of Fees & Charges at Appendix 2

Corporate & Strategic Implications

17. The provision of a well-designed events programme supports a number of key City of London Corporate Plan objectives as follows:
 - 4. Communities are cohesive and have the facilities they need.
 - 12. Our spaces are secure, resilient and well-maintained.
18. It also supports objectives in the Open Spaces Departmental Business Plan:
 - C. Business practices are responsible and sustainable
 9. Our practices are financially, socially and environmentally sustainable
 10. London's capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation.

Implications

19. Financial implications

The financial implications are contained within the body of the report

20. Legal Implications

The City Gardens Events Policy does require updating to ensure that all relevant information is provided to potential event organisers. Particular conditions may apply in relation to the use of disused burial grounds and sites which are subject to Byelaws or other regulations or conditions to which potential applicants' attention should be drawn.

Conclusion

21. The completion and adoption of a comprehensive revised City Gardens Events Policy will enable City Gardens to continue to manage events and garden hire requests effectively whilst at the same time generating income to support the City Gardens revenue budget.
22. To date, interest shown for undertaking events in City Gardens has been gradually growing. It is envisaged that once the City Gardens Events Policy has become more established and with future marketing activities, interest in event activities is expected to increase with a corresponding likely increase in revenue.

Appendices

- Appendix one - City Gardens Events Policy 2018
- Appendix two – City Gardens Events - Fees and Charges 18-19
- Appendix three – Calculation of Fees and Charges

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City Gardens Events Policy 2018

1. INTRODUCTION

The City of London Corporation has around 200 areas of planting and green space within the Square Mile creating a network of gardens, planting areas and churchyards of which the City Gardens team undertake the management and care.

The City Gardens provide a much-needed oasis of calm to be enjoyed by residents, workers and visitors alike as well as providing important habitat for wildlife within the urban landscape.

The City of London Corporation acknowledges the value and benefit of outdoor events. Diverse and well-designed events can provide a vital element for the City of London's cultural offer. However, the City Gardens are largely open space to be enjoyed as such by the general public and proposed events need to be appropriate to maintaining the character of the City Gardens as open space.

This policy has been developed to encourage the appropriate use of the City Gardens and assist the City Gardens team in providing high quality urban green spaces that reflect and benefit the local community it serves.

2. AIMS

It is intended that this policy will:

- Streamline the event application process providing a clear framework for making decisions about staging events in the City Gardens.
- Assist event organisers and user groups in making applications to hold events in the City Gardens.
- Facilitate events that are appropriate to the character and size of the City Gardens as open space and which are: high quality, safe and environmentally sustainable.
- Facilitate engagement, recreation and enjoyment for local communities and other City Garden users while balancing the interests of residents, businesses and stakeholders.
- Ensure all events are run effectively and comply with relevant legislation and Byelaws and align with strategic policies.

- Encourage events that have strong community benefit and engagement offering a diverse range of community events with wide appeal for local communities.
- Ensure that events are well planned and have comprehensive and appropriate environmental protection and insurance and liability measures in place.
- Ensure the protection of the historic and natural environment and the biodiversity at our sites.
- Generate income that can be reinvested back into the gardens to enhance and protect the infrastructure.
- Protect the reputation and promote a positive image of the City of London Corporation.

3. LEGISLATIVE AND STRATEGIC CONTEXT

This policy takes into consideration the overall strategic priorities of the City of London Corporation, as well as the City Gardens Management Plan, City of London Open Space Strategy and the City's Biodiversity Action Plan.

There is a variety of legislation pertaining to the management and use of the City Gardens within the Square Mile. Many sites are subject to their own Byelaws, founding legislation or maintenance agreements which set out the City of London Corporation's powers and duties.

Byelaws can prohibit certain activities and uses from taking place within some City Gardens. Where they apply, we will advise you when you make your initial enquiry or application whether Byelaws will affect your proposed event. Please contact the City Gardens office for further information regarding these restrictions. parks.gardens@cityoflondon.gov.uk

The City Gardens team will assess applications against planning and highways legislation and policy to ascertain whether other permissions or licences may be required.

Some green spaces in the City are disused churchyards which the City of London Corporation may manage and/or own, or ownership may lie wholly or partly with third parties. Particular policies or restrictions may apply in the case of churchyards and event organisers may be required to seek further advice or approvals from other City of London Corporation Departments or from church authorities.

Some City Gardens are jointly owned or managed. Applications for events in churchyards or sites that are managed by, through or in conjunction with third parties will be considered through a joint approval process.

4. OPEN SPACE

The City Gardens are largely open spaces to be enjoyed as such by the general public. Save in exceptional circumstances, proposed events will not be permitted where the general public are excluded from using the whole of any open space for

the duration of the event. In exercising its discretion to permit such events (where appropriate), the City Gardens team will take into account: the nature and length of the event, the size of the individual site and the proximity and suitability of alternative provision.

5. EVENTS COVERED BY THIS POLICY

This policy applies to all events which are held in the City Gardens where the permission of the City of London Corporation is required.

The Policy covers a range of event types, recognising that some City Gardens may be inappropriate for some or all events due to their size or other constraints.

The majority of City Gardens are less than two hectares in size and therefore can only accommodate small events, performances and activities.

Small Events are small-scale events where the number of attendees and/or activities proposed do not restrict, or minimally restrict the use by members of the general public of the City Garden.

Applicants must state whether their event is private, community, charity, photographic, commercial or corporate as this may affect the fees and charges applied to the event. Details of charges are provided at Appendix 2.

None of the gardens are licenced for weddings/civil partnerships. However, a number of the gardens are suitable for small wedding/civil partnership celebrations or wedding and engagement photographs.

None of the gardens have toilets that are available to the public. If required, provision for these will need to be organised and paid for by the event organiser.

Parking restrictions apply throughout the City and there is limited available parking near to most of the City Gardens.

6. TIME RESTRICTIONS

Some City Gardens have restricted opening hours. Due to the nature, use and setting of the City Gardens events should be carried out within normal opening times, which can vary according to the time of year.

7. ADVERTISING

Where the City, as owner of the City Garden, is minded to allow advertisements to be displayed, permission will depend on the type and historical infrastructure of the site. Advertisement Consent will also be subject to advice from our Planning Department and may require Express Consent under the Town and Country Planning (Control of Advertisements) Regulations. The following is intended as a guide (and for further information please contact the City of London Planning Department):

- The maximum size of a poster is A2 (420 x 590mm).

- Posters may be placed on either side of an entrance where railing or fencing allows. Posters may be displayed in permanent cabinets, where available, with the City of London Corporation's prior consent.
- Banners will not be permitted.
- Any displays must have all necessary Advertisement Consents issued by the Planning Department before the advertising is displayed.

If these conditions are not complied with, signs and advertisements are liable to be removed. The cost of this removal will be deducted from any refundable deposit paid. Bill posting on highway verges, fences, highway barriers, street or park furniture or vacant premises is not permitted within the City of London.

Any poster and details of proposed poster locations should be submitted as part of the event booking form and agreement to the form and location of the same will be subject to the City of London Corporation's agreement to the event.

Organisers of events who are granted final permission will be entitled to advertise their event on the Events page on the City of London Corporation's website.

8. LICENSING

Some activities related to an event, subject to any applicable Byelaws or other restrictions, will require a licence, these include:

- The sale of alcohol;
- The sale of food and drink;
- Performing amplified music;
- Theatrical and dance performance; and
- Charity collections.

Further information can be found on our website:

<http://www.cityoflondon.gov.uk/business/licensing/alcohol-and-entertainment/Documents/Statement%20of%20licensing%20policy%20text%20only.pdf>

9. TEMPORARY EVENTS NOTICE (TEN)

A Temporary Event Notice (TEN) will be required to enable alcohol to be sold at an event. Please note that TENS are restricted to attendances of 499 people or less and there is a limit on the number of TEN's notifications each venue can be granted each year. Event organisers need to formally notify the City of London Corporation if they are holding a licensable event. Any premises (including any open space) may be given up to twelve (12) TENS notifications per calendar year. Each notification can be for a period of up to seven (7) days but the total number of days the subject of notifications per annum, may not exceed twenty-one (21) in total. Full details are available on the City's website.

See website for further information:

<http://www.cityoflondon.gov.uk/business/licensing/Pages/default.aspx>

10. TEMPORARY STREET TRADING

The City of London (Various Powers) Act 1987 permits temporary street trading to take place in accordance with a licence.

Where permission for an event has been given in accordance with this Events Policy associated street trading may take place. The area of permissible street trading for the duration of the event will be designated on an approved plan. Legal trading from private land is unaffected by these provisions, however planning permission may be required in certain locations.

11. EVENTS WHICH WILL NOT BE GRANTED PERMISSION

Applications for the following type of events will be refused:

- Any event which contravenes Byelaws specific to the garden or any other legislation or regulation;
- Political campaigns or rallies;
- Events associated with extremist organisations or proscribed organisations;
- Events which could damage the reputation of the City of London Corporation;
- Events which could be damaging to community relations;
- Any event which is considered discriminatory on the grounds of race, religion, gender, sexual orientation or disability. This aspect will specifically include any ticketed event where any of groups or individuals affected by the above are excluded or refused entrance;
- Boxing/wrestling or gaming events (which includes any form of gambling);
- Events considered to have a detrimental impact on the 'normal use' of the City Garden;
- Any event which is refused support by any of the Emergency Services;
- Any event which is likely to have an unacceptable impact on the City Gardens infrastructure and biodiversity of the selected site;
- Any event for which the organiser has not provided adequate documentation;
- Any event where there is a risk of serious injury or ill health to participants, contractors or members of the public, and when measures to reduce risk to an acceptable level are either not available or are not proposed by the event organiser; and / or
- Any event where there have previously been problems (sometimes, event applications may be received from people who have run events badly in the past, or where there are still fees outstanding). These may be identified at the initial application stage and may prevent an event from proceeding any further.

It must be noted that the holding of events in the City Gardens is entirely at the discretion of the City of London Corporation which retains the right to decline any application for any reason.

12. APPLICATION REQUIREMENTS FOR EVENT ORGANISERS

Events must:

- Be appropriate to the character, size and local environment of the City Garden and surroundings.
- Not damage the historic and biodiversity value of the City Garden.
- Comply with relevant legislation, Byelaws and policies.
- Not significantly impair the public use and enjoyment of the City Garden.
- Not financially impact the City of London Corporation unless otherwise specifically approved in writing by the City of London Corporation.
- Be carried out strictly in accordance with any City Gardens or other approvals granted.

Amenity impact

Events (whether individually or taken with other events) must not cause material damage to the amenity of the City Garden or significantly impair public enjoyment of it or cause unreasonable disruption to residents or business in the vicinity.

The following principles will be applied to the timing and frequency of events:

- i) No more than one (1) event will normally be approved on the same day in any garden; and
- ii) The overall number of events approved throughout the year will be managed to maintain a balance between general public access, maintenance needs and structured access for event purposes to City Gardens.

Should multiple applications be received for the same garden on the same date, one or both of the organisers may be offered an alternative date or garden.

Historic and environmental protection

Events must not cause damage to ecology, landscape, fauna and flora of the City Garden. Location, duration and timing of events will be restricted in order to protect the environment of the City Gardens.

Scheduled Ancient Monument:

Where the garden forms part of a Scheduled Ancient Monument and has statutory protection, no activities will be permitted that would affect or cause potential disturbance or damage to or negatively affect its Scheduled status. This includes proposed work to any structures or surroundings or any intrusions into the ground. It is a criminal offence to destroy or damage a Scheduled Ancient Monument whether intentionally or through recklessness. It is also a criminal offence to carry out or to permit others to carry out unauthorised¹ works to a Scheduled Ancient Monument.

Listed Buildings:

¹ i.e. works undertaken without Scheduled Monument or Class Consent

Where a garden contains Listed Buildings, no works will be permitted that would affect or cause potential disturbance or damage to the Listed Building. Carrying out unauthorised² works to a Listed Building is a criminal offence.

Health & Safety

The event organiser is responsible for the safety of the event. Event organisers must assess the health and safety risks of their proposed activities and ensure that, as far as reasonably practicable, people setting up, breaking down and attending the event are not exposed to risks to their health and/or safety. A pre-site visit will be essential to assess the hazards within the garden in relation to the activities.

Further information is available on the Health and Safety Executive website. <http://www.hse.gov.uk/event-safety>

Certain events may require fire risk or other risk assessments to be carried out.

When selecting food businesses for an event, event organisers will need to be able to demonstrate that they have ensured that the business has been registered by its operator as a food business. Organisers are also advised to ask for and take into consideration the food hygiene rating achieved at the business's last local authority food hygiene rating inspection.

For some events evidence of safety test certificates will be required for equipment such as bouncy castles, mini-marquees, etc. Sub-contractors engaged by organisers also have health and safety responsibilities and must provide to the City all relevant documentation on demand.

Where the garden is also a disused churchyard, other conditions may apply and special care may need to be taken with regard to memoria³. A risk assessment may also be required. Advice should be sought from the church authorities where relevant.

Cost to the City of London Corporation

No costs should result to the City of London Corporation by reason of the event, unless specifically approved in writing in advance by the City of London Corporation. Event organisers should therefore be clear that all associated event costs, for example waste management, are met by the event organiser. This will include the costs of cleansing and dealing with litter affecting adjoining property or the adjoining highway. Where additional waste management issues arise or the organiser would like to use one of our services, full cost recovery is required by the City of London Corporation for the use of the service. Invariably, the City of London Corporation's own waste service is used at events as we are confident with the quality of the service they provide. This is also the case with our Environmental Protection (noise) team.

Compliance with local Byelaws and legislation

² i.e. works undertaken without Listed Building or Conservation Area Consent

³ i.e. tombs headstones, plaques

Due to restrictions governing many of the City Gardens under relevant Byelaws and other legislation you must check, by way of request in your application, if you wish to do any of the following:

- Bring vehicles into the garden/open space;
- Bring equipment or infrastructure into the garden/open space (i.e. gazebos, mini marquees, tables and chairs);
- Play music, amplified or not;
- Display signs or banners;
- Sell items/goods;
- Sell food and drink or alcohol; and/or
- Play games.

All event organisers are expected to:

- Clear away all items and equipment after the event;
- Remove all litter;
- Adhere to the route and area of the site agreed;
- Be covered by Public Liability insurance with cover of at least £5 million per incident. (Organisers of private/family celebrations may find that this is included as part of their household policy);
- Ensure that children (or vulnerable persons) participating in the event are supervised at all times by a competent adult or carer;
- Provide adequate stewards if required. For example, sponsored walks will be expected to provide stewards along the route and at road crossings; and
- Make arrangements for first aid.

Event organisers must not:

- Fix items to trees, railings, fences or any other structures in the City Garden;
- Drive stakes into the ground;
- Aside from approved food concessions; cook or barbecue any food, or light fires or flaming torches;
- Leave items or equipment unattended;
- Hand out literature at an event, unless special permission has been given;
- Solicit donations from garden visitors i.e. bucket collections or similar; (charitable collections require the grant of a licence and the Terms and Conditions of any granted Licence must be adhered to).
- Release balloons or confetti;
- Stage pyrotechnic displays;
- Disturb wildlife;
- Climb, or allow others to climb on, statues, monuments, trees or infrastructure;
- Move benches, fixtures and fittings; and/or
- Allow vehicles into the gardens without prior written permission from City Gardens

13. EVENT APPLICATION

A comprehensive application vetting and approval process is intended to ensure that events are not approved or staged until all conditions and criteria have been properly met.

An applicant having held a previous event should not presume that subsequent events will similarly be approved.

Event Application Form

An event application form is provided at Appendix 1 of this Policy. All relevant sections of the form must be completed by the event organiser and returned to either parks.gardens@cityoflondon.gov.uk or to the postal address given on the form.

If you are applying on behalf of a company, charity or community group, please state the name of your organisation and the name of the person who is organising the event. At a later date we will require contact details of the individual who will be responsible during the event or activity.

It is advisable to submit your application as early as possible for summer events as these dates are particularly in demand and availability is limited.

The fully completed event application form must be received **eight (8) weeks** prior to the event date to allow for the consultation and approval process to be completed. Should an application not be received within this period, it may be declined.

Commercial or corporate event organisers must include their non-refundable application fee payment with their form.

Consultation

Depending on the size, type and impact of the event consultation may be required. This will include some but not necessarily all of the following stakeholders; garden user groups, garden staff, Ward Members, residents, local businesses, churches, the City of London Police, Environmental Health, Pollution Control Team, Licensing and Planning departments and the Open Spaces and City Gardens Committee.

Event Management Plan

Event organisers must develop and submit an Event Management Plan with their application. This plan together with the application form must demonstrate that each of the requirements within this Policy will be met.

14. DECISION AND ASSESSMENT PROCESS

City Gardens Support Officer (CGSO)

The event application and supporting information is to be sent to the CGSO. An initial assessment will determine whether the application is complete and consistent with policies and legislation and appropriate for further consideration.

Small photography events will be determined by the CGSO; all other events will be considered by the City Gardens Event Group (SGEG) at their next group meeting.

City Gardens Event Group (CGEG)

The CGEG was established to consider and provide recommendations on applications where events are likely to cause minimal impact or issues to the City Gardens or the community. CGEG meetings are held monthly.

The CGEG will consider the application in accordance with this Policy and either grant or refuse permission.

CGEG decisions will take account of the frequency and timing and impact of events to ensure that they are spread throughout the summer wherever possible. A site visit to assess the appropriateness of the site for activities associated with an event may be required.

If the CGEG is satisfied that your event can proceed, we will write to you giving permission. The permission letter and licences issued must be signed and returned to the City Garden team as indicated in the letter who will return a signed copy to you. The signed copies must be carried with you on the day of the event and made available should you be asked by a member of the City Gardens team or the City of London Police to show them.

The CGEG can in its discretion make recommendations to the Safety Advisory Group (SAG) and to Open Spaces Committee (as appropriate) whether to grant or refuse permission.

The City of London Safety Advisory Group (SAG)

The SAG was established to provide a forum for all stakeholders, both internal and external, including all emergency services, to offer expert advice and provide guidance to event organisers. Only those event organisers who are planning events which have the potential to cause significant community impact or safety issues may be invited to attend SAG. At any time, SAG can refuse permission an event. SAG meetings are arranged quarterly.

Open Spaces & City Gardens Committee

Events of significant size or impact may be presented to Open Spaces & City Gardens Committee for them to make a decision on whether the event should be held or not. The committee's views on the event will be final.

Further requirements

At any stage of the assessment process further information may be sought from the event organiser. Requests will be made in writing to the event organiser with

a request for further details and/or additional documentation and a specified deadline given for their production.

15. APPEALS

Appeals from decisions of the CGSO or CGEC must be submitted in writing to the City Gardens Manager within seven (7) days of a refusal notice being issued. If refused, one (1) further appeal may be submitted within twenty-one (21) days of the appeal decision notice, to the Superintendent of Parks and Gardens, whose decision will be final.

Decisions of SAG or Open Spaces Committee cannot be appealed against.

16. CONCERNS

Residents wishing to express a concern while an event is taking place should contact the City Gardens Office on 020 7374 4127 or parcs.gardens.@cityoflondon.gov.uk. Outside office hours there will be an answering service. For noise complaints please call 020 7606 3030, or email publicprotection@cityoflondon.gov.uk

17. FEES & CHARGES

A Fees and Charges structure for events in City Gardens (see Appendix 2) has been benchmarked against prices charged by other equivalent London Boroughs. The Fees and Charges schedule will be reviewed annually. In addition, the City of London Corporation reserves the right to vary any proposed entrance fees set for commercial events by their organiser(s) where the City Corporation considers that they are excessive.

Application fee

A non-refundable application fee for corporate events will be payable.

Once your application form is received you will be sent an invoice for the application fee. The application will not be processed until payment has been received.

See Appendix 2 for the scale of fees.

18. EVENT CATEGORIES

1. Community Events

A community event, is one organised by community groups or volunteers. There should be no entrance fees charged by such organisers. No advertising or other commercial benefit opportunities can be provided to any profit making business or organisation. The organiser will be asked to confirm that they are not profiting

from allowing third party contractors, e.g. commercial stallholders, to attend their event.

The City of London Corporation has links with a number of different garden user groups who help oversee the maintenance, development and enjoyment of our gardens. These volunteer groups hold a number of events throughout the year and in recognition of the invaluable role played by them hire fees will not be charged by the City of London Corporation for such events.

2. Charity Events

Charities must be able to provide a UK registered charity number and demonstrate that all income from the event will be used for the purposes of the charity.

3. Commercial Events

These are defined as events which are intended to generate a profit and at which an entrance fee may be charged by the organisers.

4. Corporate Events

Corporate events are events organised by businesses for activities such as team building, brand events, VIP functions and incentive events.

5. Private Hire

These may include family occasions, private parties and other personal events, and will be assessed on a case-by-case basis. Events of this type will normally be small scale, up to approximately 50 guests. The erection of small marquees (water ballast only) or temporary enclosures/ shelters may be appropriate (where not otherwise prohibited e.g. under relevant Byelaws) providing these structures do not obstruct the enjoyment and use of the City Garden by other garden users.

6. Public Art Installations and Performance

These are short and long-term art installations and/or performances which are open and free for the general public to engage in. Event organisers will also need to submit a separate application to the City Arts Initiative Panel for assessment.

7. Weddings/civil partnerships

A number of the gardens are suitable for small wedding/civil partnership celebrations.

8. Photography

Pre-arranged or professional photography shoots.

9. Ticketed Events/ Entrance Fees

Where an event is ticketed or an entrance fee is charged by the organisers, the City of London Corporation will make an additional charge of 15% of the total anticipated sales in addition to the hire fee.

10. Exercise Classes

Exercise classes are not considered an event and will be dealt with outside of this policy. Anyone wishing to organise exercise classes within City Gardens spaces must contact City Gardens team.

11. Other Events

The fee for any events that do not fall into any of the above categories will be considered by CGEG on a case by case basis and an appropriate fee determined.

19. FEES AND DEPOSITS

Hire Fees

Are detailed in appendix 2

Deposit

A refundable deposit may be required, this will be determined by the CGEG. Once an event is approved and the organiser advised of the hire fee, a deposit payment of £500, or 25% of the hire fee, whichever is greater, will be required prior to the event. This amount will be refunded following payment of the hire fee for the event. Payment of the deposit secures the booking and until this fee or the total hire fee is received the allocated garden will remain available for hire by other users.

Damage Deposit

In addition to the hire charge, events that are assessed to have potential risk to the physical environment of the City Garden may attract a damage deposit. This additional deposit must be paid a minimum of **ten (10) working days** before the event date and will be used to fund any renewal or repair for damage caused by the event. Should funds remain after any renewal or repairs are completed, the remainder will be refunded to the event organiser.

The damage deposit is usually £500 or 25% of the hire fee whichever is the greater. CGEG reserves the right to apply a higher fee if it considers the event presents a higher than normal risk.

Where the deposit proves to be insufficient to pay for damage caused, the organiser will remain liable for all additional costs.

Full payment

Full payment of all fees in cleared funds must be made a minimum of **ten (10) working days** before any event takes place.

20. WASTE

Waste Management Conditions

The event organiser is responsible for clearing their waste from the site.

Where this is not feasible the costs of waste management at the event site will be assessed to determine the appropriate cost for clean-up by City Gardens staff or a City of London Corporation subcontractor.

Waste management in the City Gardens after events can absorb considerable resources. Where an event is expected to generate substantial waste the event organiser will be required to either:

- Use a professional licensed waste management service provider and show prior evidence of payment for their services, or
- Use the City of London Corporation's waste management service (preferred).

Any waste management following an event not using the City of London Corporation waste management service must be carried out to the satisfaction of the City Gardens Manager.

21. CANCELLING AN EVENT

The City of London Corporation reserves the right to cancel forthwith the holding of any event in the City Gardens in the event of any emergency or as a result of a security alert or on the advice of the police authority or any other appropriate authority or because of poor or extreme weather.

Where proposed due to poor or extreme weather conditions the City Gardens team will make an assessment taking in to account the type of audience and the nature of the event. In the event of any event being cancelled under the provisions of this clause, the City of London Corporation shall not be held liable to the hirer for any fees costs or damages, or other loss nor for consequential loss sustained as a result of or in any way arising out of the cancellation of the event but shall repay to the hirer without interest all sums paid on account of the Hire Fee (and/or deposit(s)).

The City of London Corporation reserves the right to require the hirer to alter the date of use if it should become necessary for any reason, provided reasonable notice is given of such alteration (except in the case of an emergency). In the event the hirer is unable to alter the date, the City of London Corporation will repay all monies paid by the hirer to the City of London Corporation within ten (10) working

days but will accept no liability for any other fees, costs or damages or any consequential loss howsoever occurring.

In the event of the hirer cancelling the event more than **60 days** in advance of the event and no alternative booking is received, City Gardens reserves the right to retain the full deposit.

In the event of the hirer cancelling the event less than **60 days** before the event and no alternative booking received the City of London Corporation reserves the right to retain the full deposit and to recover the balance of the Hire Fee as debt due.

22. APPENDICES

1. Application form for events in City Gardens
2. Fees and Charges schedule
3. Licence (including indemnity, terms and conditions)



City Gardens

Application form for hiring space or running events in City Gardens

Please refer to accompanying guidance notes when completing this form.

Name	
Organisation Charity Number (if applicable)	
Postal address	
Main contact name:	
Main telephone no:	
Email	

Type of event (see guidance notes)	
Park/garden name	

<p>Insurance information and Public Liability Cover - please provide your provider and policy details:</p>	
<p>Preferred dates</p>	
<p>Start time for your event (including set up time)</p>	
<p>End time (including de-rig time)</p>	
<p>Number of participants</p>	
<p>Number of crew</p>	
<p>Will you be providing food?</p>	
<p>Will you be selling food?</p>	
<p>Will you be providing drinks?</p>	
<p>Will you be selling alcohol?</p>	
<p>Will you be serving alcohol?</p>	

<p>Please provide as much information as possible about your event – see our event policy for the information required. Continue on an A4 word document as necessary.</p>	
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Fees

These forms are for events up to 500 people. If you require a larger event space please contact City Gardens to discuss.

	Amount		Total amount
Private Hire, Weddings & Civil Partnerships			
<u>Basic hire fees</u>		Tick	<i>Please complete price:</i>
1st hour (between hours of 8am – 6pm)	£304	<input type="checkbox"/>	
Subsequent Hours	£140	<input type="checkbox"/>	
½ day (8am – 1pm) (1pm – 6pm)	£862	<input type="checkbox"/>	
Full day (8am – 6pm)	£1,561	<input type="checkbox"/>	
Each additional full day (if the same event) – please state number of additional days:	£780	<input type="checkbox"/>	

Do you require set up / de-rig time outside of the event hire time? Per Hour.	£140	<input type="checkbox"/>	-
Please specify time required for set up:	[]	<input type="checkbox"/>	
Please specify time required for de-rig:	[]	<input type="checkbox"/>	
Damage deposit – Applicable to some events (see policy) (or 25% hire fee whichever is the greater)	£500 or 25%	<input type="checkbox"/>	
Total basic hire fee (total of above)			
Commercial/Corporate events			
Application Fee	£164	<input type="checkbox"/>	
Per hour (between hours of 8am – 6pm)	£140	<input type="checkbox"/>	
½ day (8am – 1pm) (1pm – 6pm)	£698	<input type="checkbox"/>	
Full day (8am – 6pm)	£1,397	<input type="checkbox"/>	
Ticketed events 15% of receipts (additional to basic hire fee)	15%	<input type="checkbox"/>	
Additional event day	£780	<input type="checkbox"/>	
Do you require set up / de-rig time outside of the event hire time? Per Hour.	£140	<input type="checkbox"/>	
Please specify time required for set up:	[]	<input type="checkbox"/>	
Please specify time required for de-rig:	[]	<input type="checkbox"/>	
Booking Deposit , £500, or 25% of the hire fee	£500 or 25%	<input type="checkbox"/>	
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	<input type="checkbox"/>	

Total basic hire fee (total of above)			
Non-profit /Charity / Community Events			
<u>Basic hire fee</u>			
Per hour (between hours of 8am – 6pm)	£163	<input type="checkbox"/>	
Subsequent hours	£105	<input type="checkbox"/>	
½ day (8am – 1pm) (1pm – 6pm)	£529	<input type="checkbox"/>	
Full day (8am – 6pm)	£1,106	<input type="checkbox"/>	
Additional Days	£553	<input type="checkbox"/>	
Ticketed events 15% of receipt additional to basic hire fee	15%	<input type="checkbox"/>	
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	<input type="checkbox"/>	
Set up/clear away per day (Hourly Fee)	£105	<input type="checkbox"/>	
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	<input type="checkbox"/>	
Total basic hire fee (total of above)			

Other activities			
Photography (session of up to two hours)	£164		
Corporate volunteer days per head per day	£52		

Filming Commercial productions / student projects. All filming enquiries must be directed to the City of London Film Office filmliaison@cityoflondon.gov.uk or Tel 020 7332 3202

Litter & Waste Management – The above rates do not include litter and waste management which will be separately assessed if the City's service is used.

<p>Event organisers will be asked to produce evidence of any private service hired. Event organisers are required to leave the garden in the same condition as they find it. Details are available in the City Gardens Events Policy.</p>
<p>Events will require payment of a refundable booking deposit in order to secure the date and time of an event. The fee will be a minimum charge of 25% of the daily hire fee.</p>
<p>Gardener charge – many events require the services of the City Gardens staff. This may include for: unlocking of gates, supervision by staff onsite outside their normal working hours or providing general event support. The gardener charge-out cost is set at £36 per hour for normal working hours £54.20 for out of normal working hours and £72 for Sunday work. This charge is made over and above the standard garden hire fee.</p>
<p>– Some events may require the attendance of more senior City of London Corporation Officers. Additional charges will be applied to cover staff time when this is required.</p>

City Gardens team will charge for any direct costs that we incur as a result of events, in addition to the fees described above. Such costs typically include: any additional litter collections, temporary removal of City Gardens' furniture and repairing damage to soft or hard landscapes. A list of potential costs will be discussed and agreed when booking your event.

Terms and conditions

By completing and submitting this form you are confirming that you have read the City Gardens event policy, that you understand the terms and conditions for events held on our sites and will submit health and safety risk assessments and method statements in advance of the event. Our full terms can be found at www.cityoflondon.gov.uk/citygardensevents. You are acknowledging that these fees do not include the clearing of litter and waste management. All event organisers are expected to leave the hire spaces in the same condition they found them.

You are also confirming that you understand that the personal information provided on this form will only be used for processing this application. It will not be used for any additional purposes or be disclosed to any third parties without your permission, except where this is otherwise required by law. The information will be kept no longer than necessary.

We care about your data and our full privacy notice can be found here:

www.cityoflondon.gov.uk/privacy

You understand that you have to submit a deposit to secure the date and time of your event, and that the hire and damage fees for each event are due 10 working days before your event or with the application if your event is sooner than that.

Appendix 1. City Gardens Events Policy 2015 - Application Form

Please tick here to confirm you understand the terms of this agreement stated above and in our event policy on our website www.cityoflondon.gov.uk/citygardensevents.

Signed:	Date
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City Gardens - PO Box 270, Guildhall, London EC2P 2EJ

Tel: 020 7374 4127

parks.gardens@cityoflondon.gov.uk www.cityoflondon.gov.uk/citygardens

For completion by City Gardens Office	Fee payable £	Fee to include photography & filming
Check Byelaw compliant	<input type="checkbox"/>	If unclear check with legal team
Check date availability	<input type="checkbox"/>	Reserve date <input type="checkbox"/>
Public Liability Insurance cover:	<input type="checkbox"/>	
Any additional licences required:	<input type="checkbox"/>	
Risk assessment and method statement supplied & approved?		<input type="checkbox"/>
Approved	City Gardens Manager	Date

Fees and Charges 2018/19

Fee type	Detail	Amount
Private Hire, Weddings & Civil Partnerships		
1st hour (between hours of 8am – 6pm)		£304
Subsequent hours		£140
½ day (8am – 1pm) (1pm – 6pm)		£862
Full day (8am – 6pm)		£1,561
Each additional full day (if the same event) – please state number of additional days Per Day		£780
Required set up / de-rig time outside of the event hire time – per hour.		£140
Damage deposit (£500 or 25% hire fee whichever is the greater)		£500
Commercial/corporate events		
Application Fee		£164
Basic hire fee		
Per hour (between hours of 8am – 6pm)		£140
½ day (8am – 12noon) (1pm – 6pm)		£698
Full day (8am – 6pm)		£1,397
Booking Deposit (£500 or 25% hire fee whichever is the greater)		£500
Ticketed events 15% of receipts additional to basic hire fee		£[]
Additional event day		£780

Set up/clear away per day per hour		£140
Damage deposit (£500 or 25% hire fee whichever is the greater)		£500
Non-profit/charity events		
Basic hire fee Per hour (between hours of 8am – 6pm) Subsequent Hours ½ day (8am – 1pm) (1pm – 6pm) Full day (8am – 6pm) Additional Days		£163 £105 £529 £1106 £553
Ticketed events 15% of receipts additional to basic hire fee		£[]
Set up/clear away per day (Hourly Fee)		£105
Damage deposit (£500 or 25% hire fee whichever is the greater)		£500
Other activities		
Wedding/Other photography	(up to 2 hours)	£164
Corporate volunteer days per head per day		£55 a head
<p>Filming Commercial productions / student projects. All filming enquiries must be directed to the City of London Film Office filmliaison@cityoflondon.gov.uk or Tel 020 7332 3202</p>		
<p>Litter & Waste Management – The above rates do not include litter and waste management which will be separately assessed if the City’s service is used. Event organisers will be asked to produce evidence of any private service hired. Event organisers are required to leave the garden in the same condition as they find it. Details are available in the City Gardens Events Policy.</p>		
<p>Events will require payment of a refundable booking deposit in order to secure the date and time of an event. The fee will be a minimum charge of 25% of the daily hire fee.</p>		

Gardener charge – many events require the services of the City Gardens staff. This may include for: unlocking of gates, supervision by staff onsite outside their normal working hours or providing general event support. The gardener charge-out cost is set at **£36** per hour for normal working hours **£54.20** for out of normal working hours and **£72** for Sunday work. This charge is made over and above the standard garden hire fee.

– Some events may require the attendance of more senior City of London Corporation Officers. Additional charges will be applied to cover staff time when this is required.

City Gardens team will charge for any direct costs that we incur as a result of events, in addition to the fees described above. Such costs typically include: any additional litter collections, temporary removal of City Gardens' furniture and repairing damage to soft or hard landscapes. A list of potential costs will be discussed and agreed when booking your event.

CITY GARDENS EVENTS LICENCE

<INSERT PROPERTY>



Licence

Licensee	<INSERT NAME>
Property	City Garden, address details <INSERT ADDRESS>
Period	To commence no earlier than <INSERT TIME> on <INSERT DATE> and to expire no later than <INSERT TIME> on <INSERT DATE>
Fee	<INSERT £ > exclusive of Costs and Value Added Tax chargeable under the Value Added Tax Act 1994 (“VAT”) to be paid by <INSERT DATE>
Access	Access during the Period to be by prior arrangement with the City Gardens Manager.
Alienation	The license to occupy granted by this Licence is personal to the Licensee and the Licensee will not transfer or share the Licence with any other person or organisation.
Costs	The Licensee will reimburse such costs as the City might reasonably incur in granting other appropriate documentation.
Disturbance	The Licensee will not undertake activities including the use of lighting and music and broadcast systems which cause an inconvenience, disturbance or annoyance to other garden users or neighbours.
Indemnity	The City does not warrant the condition of the Property or that it possesses the consents necessary for the Use and the Licensee agrees to accept the Property in its prevailing condition and wholly at its risk and the Licensee indemnifies the City against all losses, claims, demands, costs, expenses and other liability resulting from this licence and any breach of the Licensee’s obligation in this licence.
Preparatory Planting	The City will undertake such reasonable preparatory bedding planting at the Property as the Licensee may request upon payment of the Fee and subject to receiving adequate prior notification to enable such planting to be carried out and subject to the availability of plants according to any agreed planting plan and cost cap and will undertake such making good as it sees fit following the cessation of the licence.

Damage The Licensee will make good all damage to the Property howsoever occasioned as a result of the grant of the Licence.

Security All equipment and possessions either personal or otherwise that are brought onto the Property by the Licensee or such other persons howsoever associated with the Use including those of its invitees is wholly at the Licensee's risk.

Signs The Licensee will not display any signs other than those which may be permitted by planning permission or Advertising Control consent or required by the City Gardens Manager for appropriate safety or warning purposes of a size, type and in a location as required by the City Gardens Manager.

Site Supervision The City Gardens Manager will undertake site supervision at such reasonable times during the Use and the Licensee will adhere to any reasonable directions by the City Gardens Manager that are for the safety and integrity and management of the Property.

Statements The Licensee may be required to provide site specific information for the approval of the City Gardens Manager prior to the commencement of the Use at its cost and will abide by the approved provisions at all times to address the following requirements:

a) Health & Safety Statement	b) Risk Assessment
c) Event Safety Plan	d) Method of Work Statement
e) £5 million Public Liability insurance	

Statutory Consents The Licensee will obtain at their expense all necessary consents and approvals and will produce copies of the same to the City upon request.

Utility Services Use of the Property will not include the use of utility services.

VAT All sums stated herein are exclusive of VAT.

Use The Use may not commence until the City Gardens Manager has given written approval to the various Statements.

The Licensee will ensure that the Property is kept in a clean and tidy condition. The Use will be undertaken safely and in such a way as to keep noise and dust to a minimum and at times and in a manner that will not

endanger or otherwise inconvenience any persons using the Property and in all respects subject to the satisfaction of the City Gardens Manager.

No plant or equipment or material may be deposited or dismantled or erected or demolished on the Property except in accordance with the Statements.

All trailing wires/equipment/seating and any other object must be safely contained to avoid injury and hazard.

The Licensee will keep the Property in a safe and secure condition at all times and ensure that no loose equipment or materials are left lying around on the Property.

All installations or activities on the Property will be undertaken using the best established practice and to accepted industry standards and to the City's reasonable satisfaction.

In the execution of the works the Licensee will undertake such other works as may be reasonably required and directed by the City Gardens Manager to ensure that they do not prejudice the safety and integrity of the Property.

Not to do or permit to be done on the Property anything which is illegal or may become a nuisance (whether actionable or not).

Termination

The City may terminate this Licence immediately in the event of the Licensee being in breach of any of its terms.

Disclaimer

Neither this licence nor anything done by the City or the Licensee respectively in pursuance thereof or in relation thereto shall be deemed to create between the City and the Licensee the relationship of landlord and tenant and accordingly the law and enactments relating to landlord and tenant shall not apply to this licence. In furtherance of the intention expressed herein and for the avoidance of doubt it is hereby specifically confirmed and acknowledged by the Licensee that at no time throughout the duration of the licence will the Licensee enjoy exclusive possession of those parts of the <INSERT PROPERTY> to which access is licensed as respects the City its servants or agents.

I accept the foregoing terms on behalf of <INSERT NAME> and am duly authorised to agree and bind it to the terms herein.

Signed:

Position: Date:

Signed

City Gardens Manager

City of London Corporation

Date.....

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Appendix 2 - Fees and Charges 2018/19

Fee type	Detail	Amount
Private Hire, Weddings & Civil Partnerships		
1st hour (between hours of 8am – 6pm)		£304
Subsequent hours		£140
½ day (8am – 1pm) (1pm – 6pm)		£862
Full day (8am – 6pm)		£1,561
Each additional full day (if the same event) – please state number of additional days Per Day		£780
Required set up / de-rig time outside of the event hire time – per hour.		£140
Damage deposit (£500 or 25% hire fee whichever is the greater)		£500
Commercial/corporate events		
Application Fee		£164
Basic hire fee		
Per hour (between hours of 8am – 6pm)		£140
½ day (8am – 12noon) (1pm – 6pm)		£698
Full day (8am – 6pm)		£1,397
Booking Deposit (£500 or 25% hire fee whichever is the greater)		£500
Ticketed events 15% of receipts additional to basic hire fee		£[]
Additional event day		£780

Set up/clear away per day per hour		£140
Damage deposit (£500 or 25% hire fee whichever is the greater)		£500
Non-profit/charity events		
Basic hire fee		
Per hour (between hours of 8am – 6pm)		£163
Subsequent Hours		£105
½ day (8am – 1pm) (1pm – 6pm)		£529
Full day (8am – 6pm)		£1106
Additional Days		£553
Ticketed events 15% of receipts additional to basic hire fee		£[]
Set up/clear away per day (Hourly Fee)		£105
Damage deposit (£500 or 25% hire fee whichever is the greater)		£500
Other activities		
Wedding/Other photography	(up to 2 hours)	£164
Corporate volunteer days per head per day		£55 a head

Filming Commercial productions / student projects. All filming enquiries must be directed to the City of London Film Office filmliaison@cityoflondon.gov.uk or Tel 020 7332 3202

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– Some events may require the attendance of more senior City of London Corporation Officers. Additional charges will be applied to cover staff time when this is required.

City Gardens team will charge for any direct costs that we incur as a result of events, in addition to the fees described above. Such costs typically include: any additional litter collections, temporary removal of City Gardens' furniture and repairing damage to soft or hard landscapes. A list of potential costs will be discussed and agreed when booking your event.

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Committee:	Date:
Open Spaces & City Gardens	16 July 2018
Subject:	Public
Finsbury Circus Garden – Bandstand Removal	
Report of:	For Decision
Director of Open Spaces	

Summary

There has been a bandstand at Finsbury Circus Garden since 1955, and this feature has been relatively unaffected by Crossrail’s construction work within the garden. As Crossrail’s work nears completion, preparation is underway to reinstate the garden landscape and refreshment building, and concept designs are being prepared.

This report sets out the background to, and evidence for, not including a bandstand within the reinstated landscape at Finsbury Circus. As this conflicts with a previous instruction from your Committee, Members are asked to reconsider their original decision, on the basis of aesthetics, competition for space, cost of maintenance, unfitness for purpose and lack of heritage value.

Recommendation

Members are asked to:

- Agree that the Finsbury Circus bandstand should not be included in the design proposals for the new landscape, but that other locations within and without the Square Mile should be considered before disposal.

Main Report

Background

1. Since 2010, part of Finsbury Circus Garden has been used by Crossrail as a worksite for the construction of the Elizabeth Line. Some garden features that would have sat inside Crossrail’s work compound, such as the listed drinking fountain, were put into storage until they could be reinstated following completion of tunnelling works. Other features, such as the bandstand, sat outside of the hoarding and so were relatively unaffected by the works (N.B. some settlement cracking has occurred across the site, including to the structure of the bandstand, although it is accepted that this should be repaired as part of the outstanding settlement claim from Crossrail).
2. In May 2017, a Gateway 1/2 project report was brought to your Committee for information following project initiation at Projects Sub-Committee in January of that year. The report related to the reinstatement of Finsbury Circus Garden following its use by Crossrail. As part of its exclusions, the report asked

Members to consider the removal of the bandstand from any reinstated scheme, in order to consolidate the overall built footprint within the garden and free up more space for public use.

3. Due to the restrictions of the Gateway report template, it was not possible to fully explore the reasons behind the proposal (this does not form part of that report template), and so it was not possible to fully apprise Members of the significance of the bandstand's removal. Members noted the project proposal report, with the additional caveat that the bandstand should be retained.

Current Position

4. Following the appointment of a design team, concept drawings for both landscape and built elements have been produced, and consultation is taking place with Members to obtain input into the designs as they progress. Officers are now in a position to submit a Gateway 3 outline options appraisal report to Members.

Proposals

5. It is respectfully requested that Members reconsider their original decision to include a bandstand as part of the new landscape design at Finsbury Circus Garden, in light of the following information:
6. **Aesthetics** – with the departure of Crossrail, there is a once in a generation opportunity to install a contemporary, fit-for-purpose landscape that serves the needs of the Future City. A bandstand dating from the mid-1950's may be considered incongruous in such a setting of fine quality materials and planting, especially against the backdrop of a new refreshment pavilion.
7. **Space** – with the completion of the Elizabeth Line and the construction of many iconic office buildings in the nearby Eastern City Cluster, the anticipated increase in the volume of City workers to the Liverpool Street area each day is substantial, and every metre of green space needs to count. The bandstand, with the accompanying hardstanding area to accommodate seating for the audience, eats into that usable space.
8. **Purpose** – It may be that the bandstand once hosted lunchtime concerts on a regular basis, but that evidence is no longer available. Within recent memory, the bandstand hosted approximately four concerts each summer as part of the City of London Festival. Since the Festival ceased to exist, the bandstand has remained unused. Ongoing budget reductions have meant that entertainments have had to be deprioritised in favour of essential maintenance.
9. The new landscape will contain both soft and hard-landscaped areas that can be used for outdoor entertainments such as street theatre, music or temporary sculpture. A recent good example of this is the new garden at nearby Aldgate Square, where the landscape has been designed as a community event space, organised by the City's Culture team.
10. **Unnecessary additional maintenance** – as part of the Operational Property Review, officers have been challenged to justify the need for those buildings and structures that cost money to maintain but are not able to generate any

income to offset that maintenance. Whilst offices and gardeners' welfare accommodation are essential to operational need, other structures, such as the bandstand, are not. Some bandstands in City owned spaces outside the Square Mile do generate a modest income from lettings for events, or have been licensed for weddings, such as Queens Park and West Ham Park. At the latter, the events are predominantly children's parties which is not a market that presents itself in the City. It could also be argued that the new catering facility would provide a much more viable opportunity for wedding hire, with on-site catering facilities and awning.

11. **Heritage value** – despite its Victorian appearance, the bandstand dates from 1955 and so forms part of the 'faux Heritage' palette intended to give the feature the appearance of being part of the historic landscape, whilst in reality providing little if any heritage value. The Garden is a Grade II listed landscape on the Historic England Register. Although the bandstand forms part of the designated asset, it is not listed in its own right and would therefore not require listed building consent for its removal.

Implications

12. Planning Implications – The removal of the bandstand would require Planning Permission, however this would be addressed as part of the wider Planning Application required for the new landscape and refreshment pavilion.
13. Property Implications – If it is decided that the bandstand no longer serves a useful function within the Garden and is able to be removed, that will assist in the reduction of the number of built assets and help towards savings in COL annual property maintenance expenditure.
14. Financial Implications – These have been picked up in the body of the report.
15. Legal implications – s.9 of the City of London (Various Powers) Act 1900 requires Finsbury Gardens to be kept as an open space for recreation and enjoyment of the public. The non-inclusion of the bandstand is compatible with that duty

Conclusion

16. Whilst the bandstand has existed in Finsbury Circus Garden since 1955, this is a relatively recent addition to the garden, constructed in a heritage style. Following the departure of Crossrail, there is an opportunity to create a new and exciting landscape that serves the current needs of our residents, visitors and workers. In retaining the bandstand, there is a risk that this would appear incongruous against the new backdrop, and would not sit comfortably alongside the new refreshment facility, unless that too was designed in the heritage style.

Appendices

- None

Background Papers:

Projects Sub-Committee Report dated 31 January 2017: Finsbury Circus Reinstatement (Gateway 1/2)

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