



Open Spaces and City Gardens

Date: MONDAY, 10 DECEMBER 2018

Time: 11.30 am

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

Members: Graeme Smith (Chairman)
Oliver Sells QC (Deputy Chairman)
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: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B. Part of this meeting may be the subject of audio-visual recording.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 16 July 2018.

For Decision
(Pages 1 - 8)

Open Spaces

4. **BREXIT UPDATE**

The Director of Open Spaces to be heard.

For Information

5. **REVENUE & CAPITAL BUDGETS - OPEN SPACES & CITY GARDENS 2018/19 & 2019/20**

Report of the Director of Open Spaces and Chamberlain.

For Decision
(Pages 9 - 74)

6. **TREE PESTS AND DISEASES: OAK PROCESSIONARY MOTH URGENT UPDATE**

Report of the Director of Open Spaces.

For Decision
(Pages 75 - 80)

7. **PROPOSED NNR STATUS FOR THE COULSDON COMMONS AND HAPPY VALLEY**

Report of the Superintendent of The Commons.

For Decision
(Pages 81 - 92)

8. **HEALTH & SAFETY IN THE OPEN SPACES DEPARTMENT**

Report of the Director of Open Spaces.

For Information
(Pages 93 - 104)

9. **DEPARTMENTAL BUSINESS PLAN 2018/19 - SIX MONTH PERFORMANCE UPDATE**
Report of the Director of Open Spaces.

For Information
(Pages 105 - 118)

City Gardens

10. **CITY GARDENS UPDATE**
Report of the Director of Open Spaces.

N.B. this report is accompanied by a non-public appendix.

For Information
(Pages 119 - 124)

11. **VOLUNTARY SMOKE-FREE SPACE IN FINSBURY CIRCUS**
Report of the Director of Children and Community Services.

For Decision
(Pages 125 - 128)

12. **BREWERS' HALL GARDEN REDEVELOPMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 129 - 136)

13. **UNSPENT S106 FUNDS FOR SEETHING LANE GARDEN**
Report of the Director of Open Spaces.

For Decision
(Pages 137 - 140)

14. **GATEWAY 7 - SEETHING LANE GARDEN**
Report of the Director of Open Spaces.

For Decision
(Pages 141 - 156)

15. **GATEWAY 7 - ST OLAVE'S CHURCHYARD, HART STREET, EC3**
Report of the Director of Open Spaces.

For Decision
(Pages 157 - 170)

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

Part 2 - Non-Public Agenda

18. **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

19. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 16 July 2018.

For Decision
(Pages 171 - 172)

20. **MINUTES - FINSBURY CIRCUS GARDEN REINSTATEMENT WORKING GROUP**

To receive the non-public minutes of the Finsbury Circus Garden Reinstatement Working Group meeting held on 15 November 2018.

For Information
(Pages 173 - 176)

21. **CITY GARDENS UPDATE: NON-PUBLIC APPENDIX**

Non-public appendix to the public report of the Director of Open Spaces.

For Information
(Pages 177 - 178)

22. **RENNIE GARDEN, BLACKFRIARS ROAD SE1 - LICENCE FOR WORKS & 150-YEAR LEASE (BRIDGE HOUSE ESTATES)**

Report of the City Surveyor.

For Information
(Pages 179 - 192)

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

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

OPEN SPACES AND CITY GARDENS **Monday, 16 July 2018**

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 16 July 2018 at 11.30 am

Present

Members:

Graeme Smith (Chairman)
Oliver Sells (Deputy Chairman)
Alderman Ian Luder
Wendy Mead
Barbara Newman
Jeremy Simons
Deputy Philip Woodhouse (Ex-Officio Member)
Karina Dostalova (Ex-Officio Member)

Officers:

Carl Locsin	- Town Clerk's Department
Alison Hurley	- City Surveyor's Department
Martin Rodman	- Superintendent, City Gardens
Mark Jarvis	- Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's
Natasha Dogra	- Town Clerk's Department
Colin Buttery	- Director of Open Spaces & Heritage
Madhur Gurjar	- Open Spaces Department
Michael Radcliffe	- City Surveyor's Department
Patrick Hegarty	- Open Spaces Department
Amelia Ehren	- Town Clerk's Department

1. APOLOGIES

Apologies of absence had been received from Caroline Haines, Deputy John Tomlinson and Anne Fairweather.

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

There were no declarations of interest.

3. THE ORDER OF THE COURT OF COMMON COUNCIL

RESOLVED – that the Order of the Court of Common Council be received as an accurate record.

4. ELECTION OF CHAIRMAN

The Committee were invited to elect a Chairman for the ensuing year. A list of names of the Members who were eligible to stand was read. Graeme Smith expressed an interest in serving.

RESOLVED – that Graeme Smith being the only Member willing to serve was elected as Chairman for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee were invited to elect a Deputy Chairman for the ensuing year. A list of names of the Members who were eligible to stand was read. Oliver Sells expressed an interest in serving.

RESOLVED – that Oliver Sells being the only Member willing to serve was elected as Deputy Chairman for the ensuing year.

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

The Committee were invited to elect a representative to the Streets and Walkways Sub Committee for the ensuing year. A list of names of the Members who were eligible to stand was read. Barbara Newman expressed an interest in serving.

RESOLVED – that Barbara Newman being the only Member willing to serve was elected for the ensuing year.

7. **MINUTES**

The Committee were invited to consider the minutes of the previous meeting.

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

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

The Committee were invited to consider the risk management report and noted the risks faced by the Department of Open Spaces and across the City Gardens and West Ham Park division. Risk was reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. Members noted that the plan also reviewed regularly by the Management team of City Gardens and West Ham Park.

A Member raised a query regarding Hampstead Heath Pond and the risk management at the site. The Committee were informed that the item had been removed as a corporate red risk and the report would reflect this amendment.

In response to a query regarding tree pests and diseases, Members noted that this risk was seasonal, and the direction of travel was difficult to ascertain. The Director said that Oak Processionary Moth may be a greater risk to the open spaces later this year. Members were informed that Officers consulted with their counterparts across Europe to keep abreast of changes in tree pests and diseases. The Forestry Commission was also undertaking work to investigate this matter across Europe.

The Chairman provided feedback on the template of the report and informed Members that the layout of corporate risk registers was being reviewed

Corporation-wide. Officers were advised to consult the designs of registers considered by the Police Committee.

RESOLVED – that Members approved the departmental risk register and approved the City Gardens elements of the City Gardens and West Ham Park risk register.

9. **REVENUE OUTTURN 2017/18**

Members were presented with a report comparing the revenue outturn for the services overseen by the 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 the Committee compared with the final agreed budget for the year.

RESOLVED – that the update be received.

10. **OPEN SPACES BUSINESS PLAN YEAR-END REPORT 2017/18**

Members noted that 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.

Members noted that there had 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 Committee were informed that the Open Spaces Act received Royal assent on 15 March 2018 and this would enable the charities to enhance their ability to optimise income generation. Members noted that the Act would be very helpful in providing the City Corporation with greater freedom and powers in relation to our open spaces.

The Chairman said the report was very encouraging and the Committee expressed their thanks to the ongoing support from the volunteers and friends of the City Corporation's open spaces.

RESOLVED – that the report be received.

11. **CYCLICAL WORKS PROGRAMME**

Members noted the provisional list of cyclical projects being considered for properties under the management of Open Spaces and City Gardens Committee under the cyclical works programme. The Committee noted the draft cyclical project list for 2019/20 totals £118,500 and would continue the on-going programme in the maintenance of the property and infrastructure assets.

Members noted that the works included in the programme were mainly focused on Bunhill Fields. The Superintendent agreed to raise the issue of breakdown and repairs maintenance programmes with the City Surveyor's department to ensure that funding was set aside for works such as repairs to footpaths.

RESOLVED – that Members approved the Cyclical Works Programme for the ensuing year.

12. CORPORATE VOLUNTEERING STRATEGY

Members received the final version of the Corporate Volunteering Strategy 2018-23. The strategy set out the City of London Corporation's vision for volunteering, in which the organisation 'had 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.

Members queried the possibility of an overarching policy to recognise the work of long-time serving volunteers. The Committee noted that the Hospitality Working Party were due to consider hosting an event to thank all City Corporation volunteers. Members agreed that a consistent approach would be very helpful though it was noted that the opportunities offered at different locations varied a great deal.

RESOLVED – that the strategy be received.

13. SUPERINTENDENT'S UPDATE

The Committee received an update of activities in the City's Open Spaces and were informed that 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 increased horticultural maintenance as we try to stay on top of watering during what was becoming a rather protracted dry spell. The summer bedding had now all been planted, and we are busy preparing for London and Britain in Bloom.

Members noted that the problem with rough sleepers at St Botolph's Bishopsgate was continuing to be a challenge. The City Gardens team had been working with the Outreach Team who had been engaging with the rough sleepers, and have provided regular rough sleepers with accommodation, however they are choosing not to use it. In response to a query it was noted that there were two tents on site. Officers would continue to focus on resolving this and exploring all options for tackling this problem. This was challenging for the Gardeners who take great pride in their sites.

The Committee noted that the City Gardens would be judged for Britain in Bloom on the 3 August and London in Bloom on the 12 July.

Members were made aware of a document circulated by the Deputy Chairman in relation to the input of the Committee to planning applications, in particular relating to an application regarding Inner Temple. Members were informed that Officers had submitted a letter stating their concerns regarding the planning application at Inner Temple. Members agreed that this Committee's remit included protecting open spaces and Members had the responsibility of overseeing this. The Committee wished to express their severe concerns on the detrimental effects on the garden at the site at Inner Temple. Members

conveyed their concerns regarding the long period of time during which Inner Temple garden would not be used and the detrimental effect on the garden itself. Members wished to submit these concerns to the Planning and Transportation Committee stating their objection to the use of part of the gardens for temporary building works due to the destruction it would cause to this unique area at Inner Temple. The proposal was put to the Committee and upon being seconded was agreed unanimously by Members of the Committee who did not serve on the Planning and Transportation Committee, who abstained from voting.

RESOLVED – that the update be received, and a resolution be submitted to the Planning and Transportation Committee relating to the planning application at Inner Temple Gardens.

14. CHURCHYARD ENHANCEMENT PROGRAMME UPDATE REPORT

Members noted the progress to date on the development of the Churchyards Enhancement Programme and the results of the recent public consultation exercise.

Members were informed that 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 had 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.

The Committee noted that work that was still to be completed included:

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

In response to a query Members noted that the full programme would be finalised in September and submitted to the Committee for approval in October, after which individual projects could be initiated and implemented, subject to funding.

RESOLVED – That Members approved the prioritisation of 11 churchyards to make progress on detailed project briefs and develop a delivery plan.

15. CITY GARDENS EVENTS POLICY REVIEW

Members noted that the Events Policy was approved by Open Spaces Committee on the 6 June 2016 following a trial of a draft policy presented to Committee on the 20 April 2015. Some minor amendments were made as result of feedback from users and to assist with the administration of events. It also incorporated some minor changes to align it with the Open Spaces departmental events policy that was presented to committee in April 2018.

RESOLVED – that Members:

- ☐ Approved the updated version of the City Gardens Events Policy;
- ☐ Agreed the updated schedule Fees and Charges.

16. FINSBURY CIRCUS BANDSTAND REMOVAL

Members were informed that there had been a bandstand located at Finsbury Circus Garden since 1955, and this feature had been relatively unaffected by Crossrail's construction work within the garden. As Crossrail's work nears completion, preparation was underway to reinstate the garden landscape and refreshment building, and concept designs were being prepared.

Members noted the background to and evidence for not including a bandstand within the reinstated landscape at Finsbury Circus. As this conflicted with a previous instruction from the Committee, Members were 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.

Discussions ensued regarding the future of the bandstand, were it to be removed from Finsbury Circus. Members wished to explore the relocation of the bandstand and asked Officers whether it could be moved to be enjoyed at another of the City Corporation's open spaces

The Superintendent said that a decision regarding the bandstand was required by the Committee to allow for the progression of the current scheme. Members were informed that the area outside Finsbury Circus garden would be removed from this scheme as work was not progressing positively. Road awareness schemes would be prioritised going forward due to increased footfall in the area and the number of accidents along the highways close to the site.

In response to a query regarding the history of the bandstand. Officers said it is the property of the City Corporation and was not listed. Members were supportive of the recommendation for the bandstand to not be include in the proposals and advised Officers to investigate the relocation of the bandstand.

RESOLVED – that Members agreed 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.

17. GATEWAY 3 REPORT FINSBURY CIRCUS REINSTATEMENT PROJECT

The Committee considered the report of the Director of Open Spaces and noted that once Crossrail vacate Finsbury Circus Garden then COL will need to reinstate the landscape. It was also decided to replace the Pavilion. The previous GW1/2 report included public realm works which are now being considered independently and will be presented through a separate report by Department of the Built Environment as appropriate.

The garden landscape and layout has seen several changes in its lifetime, thus there is no imperative to retain an historic setting. However, considering wider

issues of climate change, sustainability and biodiversity, the reinstatement proposals are seeking hard and soft landscaping which reflect those objectives and functionality and to accord with the City of London Open Space Strategy Supplementary Planning Document.

The former pavilion was a converted sports facility, housing a wine bar and appealing to a niche market. The new pavilion should be sited sympathetically within the landscape and appeal to the broader public requirements and designed to ensure its commercial viability and sustainability for the long term.

Crossrail has occupied well over half of the garden for the last 10 years as a works site and when it vacates, will only be responsible for reinstatement of that part. The garden infrastructure was dated and reinstatement of part only would not enable the implementation of a new landscaping design or reflect the spirit and requirements of the approved planning strategy.

The Committee considered option 3 as the way forward, with the plans including a roof terrace and reinstating the garden. Members deemed this proposal to be innovative and viable, however there was greater risk involved with this option. Officers stated that planning permission could be more difficult to gain if option 3 was pursued.

A Member proposed that a resolution be submitted to the Planning and Transportation Committee requesting an order for the permanent closure of the highway open to vehicle access between Finsbury circus and Moorgate. Upon being seconded the proposal was agreed unanimously by Members of the Committee. Officers agreed to convey these suggestions to colleagues in the Department of the Built Environment.

RESOLVED – that Members supported option 3 and asked Officers to pursue this option.

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

Wanstead Flats Fire on Sunday 15th July 2018

In response to a query regarding emergency response coordination to the fire at Wanstead Flats, Officers informed Members that the response was coordinated with London Fire Brigade, the local authority and staff at Epping Forest. A chain of communication would be established to ensure that Members were aware of emergency situations going forward.

Members noted that all Superintendents had been nominated to undertake Silver Command training relating to such emergencies, and the Director was a trained Gold Commander. The Committee agreed that a meeting should be arranged between those leading the emergency response, staff at Epping Forest and the Director of Open Spaces to ensure that lessons are learnt from the process during the fire at Wanstead Flats. Members agreed that smoking during the hot weather at open spaces should also be discouraged to avoid such circumstances reoccurring, and the Director would investigate this matter.

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

There was no urgent business.

20. **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.

21. **NON-PUBLIC MINUTES**

The Committee were invited to consider the minutes of the previous meeting.

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

22. **LONG TERM FUNDING OF THE LEARNING PROGRAMME**

The Committee were invited to consider and approve the report of the Director of Open Spaces.

23. **DEBT ARREARS - INVOICED INCOME FOR PERIOD ENDING 31 MARCH 2018**

The Committee were invited to consider and receive the report of the Director of Open Spaces.

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

There were no questions.

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

There was no urgent business.

The meeting ended at 1:00 pm

Chairman

Contact Officer: Natasha Dogra
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Agenda Item 5

Committee(s)	Dated:
Open Spaces and City Gardens	10 December 2018
Subject: Revenue & Capital Budgets – Open Spaces & City Gardens 2018/19 & 2019/20	Public
Report of: The Chamberlain Director of Open Spaces	For Decision
Report author: Derek Cobbing - Chamberlains	

Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. The Open Spaces and City Gardens Committee is the strategic overarching committee for all of the open spaces and whilst this report details the 2018/19 & 2019/20 estimates for the Directorate, City Gardens, and Bunhill Fields, summary estimates for all of the other open spaces (excluding Keat's House, Monument, Crematorium and Cemetery, and Tower Bridge which are reported to their respective committees) are also provided in para 30 with detailed estimate reports for each committee in the appendices. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1 (Includes Local Risk, Central Risk, and Recharges/Support Services)	Original Budget (OR)	Latest Approved Budget	Original Budget (OR)	Movement
	2018/19 £000	2018/19 £000	2019/20 £000	2018/19 OR to 2019/20 OR £000
Expenditure	(2,923)	(3,094)	(2,819)	104
Income	778	828	547	(231)
Support Services	101	170	392	291
Total Net Expenditure	(2,044)	(2,096)	(1,880)	164

Overall the provisional Original budget for 2019/20 totals £1.880M, a decrease of £164,000 compared with the original 2018/19 Budget. The main reason for this

decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) over the three-year period, these costs can be found in Table 1.

A breakdown is provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2019/20 revenue budget for the Directorate, Bunhill Fields and City Gardens to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Note the provisional 2019/20 revenue budget for the services overseen by the other Open Space Service Committees (appendices 4 - 7)
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- Review and approve the draft Capital and Supplementary Revenue budget.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Gardens which is funded from the City Fund as part of the City Corporation's local authority functions, Bunhill Fields, and the Open Spaces Directorate which co-ordinates the management of the Department and works in co-operation with other Departments on cross service projects and corporative initiatives, both of which are funded through City's Cash.
2. This report sets out the proposed revenue budget for 2019/20 for these areas. The Revenue Budget management arrangements are to:

- Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
 4. The report also compares the current year's budget with the forecast outturn.
 5. As the strategic lead Committee for Open Spaces , the proposed revenue budgets for Epping Forest, The Commons, West Ham Park, Hampstead Heath, Highgate Wood and Queens Park are attached (appendices 4-7) for information so that this Committee has an overview of the full financial position of the Open Spaces element of the Open Spaces Department. The individual Service Committees have/will be approving their budgets by mid December.
 6. The overall 2019/20 budget for Open Spaces (excluding Keat's House, Monument, Tower Bridge, and Cemetery & Crematorium) which include the Director of Open Spaces Local Risk, City Surveyor's Local Risk, Central Risk, and Recharges/Support Services is £18.75M, this is a reduction of £2.906M when compared with the 2018/19 Original Budget.

Business Planning Priorities

7. The Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 16 April 2018. The top line objectives are:-
 - Open Spaces and historic sites are thriving and accessible.
 - Spaces enrich people's lives.
 - Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Specific priorities for City Gardens, Bunhill Fields, and the Directorate are:

- Protect our heritage at risk: developing partnership funding bids at Bunhill Fields.
- Develop and agree a sustainable model for delivering Learning
- Work cross-departmentally through Asset Management Planning to maximise the value of our assets including Finsbury Circus.
- Secure funding to create new accessible public spaces within the City's churchyards.
- Progress the Departmental Programmes including; Fleet, Energy Efficiency, and Sports.
- Obtain agreement and implement the overarching Departmental and site specific 'events' policies.

Proposed Revenue Budget for 2019/20

8. The proposed detailed Revenue Budget for 2019/20 is shown in Table 1 analysed between:
- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
9. The provisional 2019/20 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
10. For 2019/20 there has been;
- Local Risk –
- A 2% allowance for pay and prices, this has been off-set by efficiency savings of 2%.
 - £241,000 has been reprovided representing reinstated inflation uplift which has yet to be allocated in 2019/20.
 - a £90,000 provision has been made as a one-off resource from Resource Allocation Sub Committee to support the Learning programme through to the end of June following cessation of all CBT funding. A request for an increase in the base budget for the Department to continue to provide a core learning officer will be made in the Corporate Medium Term Financial Plan report in January.
 - £24,000 reduction in apprenticeship funding to reflect the completion of an apprentice appointment and the need for the Department to request additional funding centrally to provide new apprentice appointments.
- Central Risk -
- £51,000 funding for a Fundraising Officer funded by the Priorities Investment Pot.

The budget has been prepared within the resources allocated to the Director.

TABLE 1 CITY GARDENS, BUNHILL FIELDS AND DIRECTORATE SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 18-19OR to 19-20OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(1,988)	(2,115)	(2,217)	(1,936)	179	18
Employees	C	-	-	(30)	(51)	(51)	18
Premises Related Expenses	L	(200)	(212)	(226)	(229)	(17)	
Premises Related Expenses	C	(81)	-	-	-	-	
R & M (City Surveyor's Local Risk	L	(217)	(331)	(245)	(100)	231	19
Transport Related Expenses	L	(36)	(44)	(45)	(45)	(1)	
Supplies & Services	L	(334)	(194)	(216)	(172)	22	
Supplies & Services	C	-	-	(29)	-	-	
Third Party Payments	L	(20)	(27)	(57)	(45)	(18)	
Unallocated Inflation	L	-	-	(29)	(241)	(241)	13
Total Expenditure		(2,876)	(2,923)	(3,094)	(2,819)	104	
INCOME							
Other Grants, Reimbursements and Contributions – (Section 106/Rechargeable Works/New Learning Programme – Directorate)	L	301	448	395	148	(300)	14
Other Grants, Reimbursements and Contributions – (Section 106/278)	C	81	-	-	-	-	
Customer, Client Receipts	L	324	330	370	334	4	
Transfer from Reserves (S106)	L	1	-	-	-	-	
Recharges to Capital Projects	L	17	-	63	65	65	15
Total Income		724	778	828	547	(231)	
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		(2,152)	(2,145)	(2,266)	(2,272)	(127)	
SUPPORT SERVICES							
Central Support and Capital Charges		(609)	(509)	(596)	(597)	(88)	*
Recharges within Fund (Directorate Recharges)		281	296	335	476	180	16
Recharges within Fund (Learning Recharges)		148	19	106	99	80	17
Recharges Across Funds (Directorate Recharges)		179	185	215	304	119	16
Recharges to Finance Committee (Corporate and Democratic Core)		106	110	110	110	-	
Total Support Services		105	101	170	392	291	
TOTAL NET EXPENDITURE		(2,047)	(2,044)	(2,096)	(1,880)	164	

*This is made up of smaller (under £50,000) increases and decreases in central Support costs as shown in appendix 2.

11. Income, increases in income, and reductions in expenditure are now shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
12. Overall there is a decrease of £164,000 for City Gardens, Bunhill Fields, and the Directorate between the 2018/19 original budget and the 2019/20 original budget. This movement is explained in the following paragraphs.
13. The £241,000 increase in unallocated inflation is due to the reinstated inflationary uplift for 2018/19.
14. The £300,000 decrease in other grants, reimbursements and contributions is due to the reduction in income associated with the Learning Programme.
15. The increase of £65,000 in Recharges to Capital Projects is due to the increase in staff time spent on Capital Projects.
16. The increase in Directorate recharges both within and across funds are mainly due to the reinstated inflation uplift which is explained in paragraphs 10 & 22.
17. The £80,000 increase in Learning Recharges are mainly due to a one-off £90,000 allocation from Resource Allocation Sub-Committee to fund the programme through until the end of June.
18. Analysis of the movement in staff related costs are shown in Table 2 below. There is a decrease of £128,000 in employee expenditure between the 2018/19 Original Budget and the 2019/20 Original Budget which is mainly due to the Department's Learning Programme only being funded up to the end of June 2019. Therefore the budgets only reflect the confirmed budgets for the Learning Programme and not the full year. It also reflects the confirmed apprenticeship budgets which are provided centrally, recognising that Departments are required to apply for additional resources when one apprenticeship concludes and before appointing a new apprentice. This reduction is partially off-set by a provision for a pay award, incremental progression, and an increase in central risk staff budget under the Directorate funded by the Priorities Investment Pot (PIP).

Table 2 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Directorate/Learning Programme	13.00	(793)	13.42	(829)	8.00	(586)
City Gardens/Bunhill	34.70	(1,322)	36.80	(1,418)	34.47	(1,401)

Fields						
TOTAL EMPLOYEE COSTS	47.70	(2,115)	50.22	(2,247)	42.47	(1,987)

19. The decrease of £231,000 from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The Cyclical Works Programme is subject to variation in maintenance needs and a bid for resources each year, as funding is not ring-fenced to individual clients. Bids for departments are based on an annually agreed prioritisation process which considers health & safety, reputation, income generation and asset performance. Therefore the 2018/19 to 2019/20 budgets Original to Original will reflect the change in bid values each year together with the number of projects which are being delivered over the three years of the programme.

20. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.

TABLE 3 - CITY SURVEYOR LOCAL RISK			
Repairs and Maintenance	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000
Additional Works Programme			
Bunhill Fields	(208)	(140)	(39)
City Gardens	(84)	(61)	(17)
Directorate	(9)	-	-
	(301)	(201)	(56)
Planned & Reactive Works (Breakdown & Servicing)			
Bunhill Fields	(8)	(9)	(9)
City Gardens	(21)	(35)	(35)
Directorate	(1)	-	-
	(30)	(44)	(44)
Total City Surveyor	(331)	(245)	(100)

Potential Further Budget Developments

21. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:

- Decisions on funding of the Cyclical Work Programme by the Resource Allocation Sub Committee.
- During the first half of 2018/19 there have been two areas of significant exceptional spend which the Department had not specifically budgeted for. These were the costs associated with the fire at Wanstead Flats (£80,000) and the increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 (Epping: £8,000, The Commons: £29,000, North London Open Spaces: £57,000). Note that alongside the cost of dealing with the Wanstead Flats fire, this may lead to an overspend potentially for the department at the end of the 2018/19 financial year. It is anticipated that the cost of managing tree pests and diseases in particular OPM in future years, will increase exponentially, potentially costing £250,000 in 2019/20 with the greatest increase in OPM costs likely to be at Epping. A growth bid for the Departments anticipated additional costs will be made within the Medium-Term Financial Plan report.
- There have been changes to the Rural Payment Agency Grant which will mean that in 2019/20 Epping Forest's grant will be reduced by approximately £114,000. The Department will make an additional growth bid for loss of Rural Payment Agency Grant within the Medium-Term Financial Plan report.
- The short-term City Bridge Trust funding the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and wellbeing and delivers activities in some of London's more deprived communities. The Department will be requesting within the Medium-Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three-month additional funding as agreed by Resource Allocation Sub-Committee on the 4th October 2018.

Revenue Budget 2018/19

22. The 2018/19 latest approved budget includes £30,000 funding for a 'Fundraising Officer', and £87,000 supplementary funding for the Learning programme, both of which are Central Risk and funded from the Priorities Investment Pot. An additional £29,000 has been provided from the Transformation Fund to improve I.T. in the City Gardens Team which is in Central Risk. Provision of £8,000 has been made to fund 'Contribution and backdated Holiday Pay', and an additional resource of £24,000 has been given to support the apprentice programme. Reinstated inflation uplift of £241,000 has also been provided of which £42,000 has been used to repay the City Cash element of the Open Spaces overspend from 2017/18, £29,000 has been retained as contingency, with a further £170,000 being transferred to other Open Spaces for one-off projects. The forecast outturn for the current year is in line with the latest approved budget of £2.096M. Movement of the

Local Risk Budgets from the Original 2018/19 budget to the 2018/19 Latest Approved Budget can be found in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

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

Service Managed	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Later Years £'000	Total £'000
CITY FUND							
	<u>Pre-implementation</u>						
City Gardens	Churchyard enhancement programme	(75)	(9)				(84)
City Gardens	Finsbury Circus public garden	(6)	(225)				(231)
	<u>Authority to start work granted</u>						
City Gardens	Seething Lane Garden	(123)	(6)				(129)
City Gardens	St Botolph's Ball Court	(86)	0	(20)			(106)
City Gardens	St Mary At Hill Churchyard	(135)	(13)	(328)			(476)
CITY'S CASH							
	<u>Pre-implementation</u>						
City Gardens	Bunhill Fields Heritage Lottery Fund	(6)	(62)				(68)
TOTAL OPEN SPACES & CITY GARDENS		(431)	(315)	(348)	0	0	(1,094)

24. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
25. Crossrail took possession of Finsbury Circus public garden for use as a work site and will return it to the City once the site works are complete. The reinstatement of the 1960s landscape will then proceed, largely funded by compensation monies from Crossrail.
26. The redevelopment of Seething Lane Garden has been completed and the garden is now open to the public.
27. The enhancement of facilities at St Botolph's Ball Court is subject to the negotiation of a new Churchyard maintenance agreement.
28. Work at St Mary at Hill Churchyard will start on site once access arrangements have been agreed with the owners of the adjacent building.
29. The latest Capital and Supplementary Revenue Project expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Estimates Summary of all Open Spaces.

30. The table below gives a summary overview of all the Open Spaces estimates which have or will be reported to their respective committee (excluding Keat's House, Monument, Tower Bridge, and the Crematorium & Cemetery).

Summary of all Open Spaces. (Includes Local Risk, Central Risk, and Recharges/Support Services)	Original Budget (OR) 2018/19	Latest Approved Budget 2018/19	Original Budget (OR) 2019/20	Movement 2018/19 OR to 2019/20 OR
	£000	£000	£000	£000
Expenditure				
Open Spaces & City Gardens	(2,923)	(3,094)	(2,819)	104
West Ham Park	(1,669)	(1,403)	(1,363)	306
Epping Forest	(6,692)	(5,936)	(5,594)	1,098
The Commons	(3,000)	(2,811)	(2,374)	626
Hampstead Heath, Highgate Wood & Queens Park	(10,253)	(9,214)	(9,172)	1,081
Income				
Open Spaces & City Gardens	778	828	547	(231)
West Ham Park	244	261	245	1
Epping Forest	1,443	1,419	1,424	(19)
The Commons	301	289	368	67
Hampstead Heath, Highgate Wood & Queens Park	2,680	2,889	2,822	142
Support Services				
Open Spaces & City Gardens	101	170	392	291
West Ham Park	(189)	(261)	(223)	(34)
Epping Forest	(881)	(964)	(1,078)	(197)
The Commons	(317)	(362)	(377)	(60)
Hampstead Heath, Highgate Wood & Queens Park	(1,282)	(1,455)	(1,551)	(269)
Total Net Expenditure	(21,659)	(19,644)	(18,753)	2906

Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2018/19 OR to 2018/19 LAB
- Appendix 4 – Estimate Report (Epping Forest)
- Appendix 5 – Estimate Report (The Commons)
- Appendix 6 – Estimate Report (Hampstead Heath, Highgate Wood & Queen's Park)
- Appendix 7 – Estimate Report (West Ham Park)

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Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19 OR to 2019-20 OR £'000	Paragraph(s) Reference
CITY'S CASH						
DIRECTORATE*	-	-	-	-	-	
LEARNING PROGRAMME	-	-	-	-	-	
BUNHILL FIELDS	(283)	(384)	(326)	(226)	158	a)
TOTAL	(283)	(384)	(326)	(226)	158	
CITY FUND						
CITY GARDENS	(1,640)	(1,528)	(1,638)	(1,522)	6	
CITY OPEN SPACES (DIRECTOR OF THE BUILT ENVIRONMENT)	(124)	(132)	(132)	(132)	-	
TOTAL	(1,764)	(1,660)	(1,770)	(1,654)	6	
TOTAL (ALL FUNDS)	(2,047)	(2,044)	(2,096)	(1,880)	164	

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

- a) The reduction of £158,000 under Bunhill Fields is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 19 within the main report.

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Appendix 2

Support Services & Capital Charges from/to Open Spaces & City Gardens Committee	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19 OR to 2019-20 OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(75)	(61)	(64)	(64)	(3)	
Admin Buildings	(72)	(78)	(74)	(80)	(2)	
Insurance	(15)	(20)	(15)	(16)	4	
I.S.Recharges - Chamberlain	(110)	(105)	(111)	(104)	1	
Capital Charges	(25)	(36)	(29)	(27)	9	
Support Services-						
Chamberlain (inc CLPS recharges)	(147)	(95)	(136)	(137)	(42)	
Comptroller and City Solicitor	(40)	-	(40)	(39)	(39)	
Town Clerk	(69)	(72)	(70)	(73)	(1)	
City Surveyor	(56)	(42)	(57)	(57)	(15)	
Total Support Services & Capital Charges	(609)	(509)	(596)	(597)	(88)	
<u>Recharges Within Fund</u>						
Directorate Recharges	281	296	335	476	180	a)
Learning Recharges	148	19	106	99	80	b)
Corporate and Democratic Core	106	110	110	110	-	
Total Recharges Within Fund	535	425	551	685	260	
<u>Recharges Across Funds</u>						
Directorate Recharges	179	185	215	304	119	a)
Total recharges Across Funds	179	185	215	304	119	
Total Support Services & Capital Charges	105	101	170	392	291	

- a) The increase in Directorate recharges relate to the reinstated inflation uplift yet to be allocated in 2019/20 as per paragraph 16 of the report.
- b) The £80,000 increase in Learning Recharges are explained in paragraph 17 of the report.

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Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19 OR to 2018-19 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	(2,115)	(2,217)	(102)	a)
Premises Related Expenses	L	(212)	(226)	(14)	
R & M (City Surveyor's Local Risk inc cleaning)	L	(331)	(245)	86	b)
Transport Related Expenses	L	(44)	(45)	(1)	
Supplies & Services	L	(194)	(216)	(22)	
Third Party Payments	L	(27)	(57)	(30)	
Contingencies	L	-	(29)	(29)	
INCOME					
Other Grants, Reimbursements and Contributions	L	448	395	(53)	c)
Customer, Client Receipts	L	330	370	40	
Recharges to Capital Projects	L	-	63	63	d)

- a) The £102,000 increase in employees is mainly due to a Project and Business Administration apprentice at City Gardens, a Project Manager's contract being extended, and vacant posts being filled.
- b) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works 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.
- c) The reduction of £53,000 in other Grants, Reimbursements and Contributions is mainly due to the reduction of CBT funding.
- d) The increase in Recharges are explained in paragraph 15 of the report.

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Committee(s) Epping Forest and Commons	Dated: 19/11/2018
Subject: Revenue & Capital Budgets – Epping Forest 2018/19 & 2019/20	Public
Report of: The Chamberlain The Director of Open Spaces	For Decision
Report Author: Derek Cobbing – Chamberlains Department	

Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Original Budget 2018/19 £000	Latest Approved Budget 2018/19 £000	Original Budget 2019/20 £000	Movement 2018-19 OR to 2019-20 OR £000
Expenditure	(6,692)	(5,936)	(5,594)	1,098
Income	1,443	1,419	1,424	(19)
Support Services	(881)	(964)	(1,078)	(197)
Total Net (Expenditure)	(6,130)	(5,481)	(5,248)	882

Overall the provisional Original budget for 2019/20 totals £5.248M, a decrease of £882,000 compared with the 2018/19 Original Budget. The main reason for this decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) over the three-year period, these costs can be found in Table 1.

A breakdown is also provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- Review and approve the draft Capital and Supplementary Revenue budget.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Epping Forest which is a registered charity and is funded from City's Cash. Epping is run at no extra cost to the communities that it serves as it is funded principally by the City, together with donations, sponsorship, grants, rental, licence and trading income.
2. This report sets out the proposed revenue budget for 2019/20. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 14 May 2018. The top line objectives are:-

- Open Spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Specific priorities for Epping Forest are:

- a) Deliver Opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Bill.
- b) Protect our heritage at risk: developing partnership funding bids at Wanstead Park.
- c) Develop engineering studies for six raised reservoirs at Epping Forest.
- d) Develop sustainable football improvements at Wanstead Flats.
- e) Work cross departmentally through Asset Management Planning to maximise the value of our assets (through revaluation of commercial wayleaves, rental of Lodges and further declarations of surplus property under the Operational Property Review)
- f) Initiate and progress key capital and local risk projects including grazing expansion plans.
- g) Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports.
- h) Obtain agreement and implement the overarching departmental and site specific 'events' policies.
- i) Progress reviews, drafting and completion of management/conservation plans at Epping Forest.

Proposed Revenue Budget for 2019/20

6. The proposed detailed Revenue Budget for 2019/20 is shown in Table 1 analysed between:

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

7. The provisional 2019/20 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. For 2019/20 there has been a 2% allowance for pay and prices, this has been off-set by efficiency savings of 2%, both on Local Risk. In addition, £40,000 has been provided to fund a post to address the status of access rights arising from the Land Registration Project at Epping, and £74,000 to fund a Project Officer (Car Parking Strategy) both of which are funded from the Priorities Investment Pot and are within Central Risk. The budget has been prepared within the resources allocated to the Director.

APPENDIX 4

TABLE 1
EPPING FOREST SUMMARY

Analysis of Service Expenditure	Local or Central Risk	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 18-19OR to 19-20OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(2,790)	(3,046)	(3,019)	(3,079)	(33)	
Employees	C	-	-	(56)	(114)	(114)	10
Premises Related Expenses	L	(565)	(613)	(546)	(605)	8	
Premises Related Expenses	C	(66)	-	-	-	-	
R & M (City Surveyor's Local Risk inc cleaning)	L	(893)	(2,104)	(1,282)	(916)	1,188	11
Transport Related Expenses	L	(145)	(148)	(135)	(131)	17	
Supplies & Services	L	(618)	(415)	(447)	(400)	15	
Unidentified Savings	L	-	80	-	100	20	
Transfer to Reserves	L	(23)	-	-	-	-	
Transfer to Reserves - Capital	C	(26)	-	-	-	-	
Capital Charges- Depreciation	C	(447)	(446)	(451)	(449)	(3)	
Total Expenditure		(5,573)	(6,692)	(5,936)	(5,594)	1,098	
INCOME							
Government Grants	L	301	262	278	164	(98)	13
Other Grants, Reimbursements and Contributions	L	30	29	6	15	(14)	
Other Grants, Reimbursements and Contributions	C	-	-	-	-	-	
Customer, Client Receipts	L	1,101	1,134	1,117	1,227	93	14
Customer, Client Receipts	C	-	-	-	-	-	
Investment Income	C	3	18	18	18	-	
Transfer from Reserves	L	22	-	-	-	-	
Recharges to Capital Projects	L	4	-	-	-	-	
Transfer from Reserves - Capital	C	26	-	-	-	-	
Total Income		1,487	1,443	1,419	1,424	(19)	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(4,086)	(5,249)	(4,517)	(4,170)	1,079	
SUPPORT SERVICES							
Central Support		(1,009)	(932)	(994)	(987)	(55)	*
Recharges within Fund		(78)	(52)	(87)	(120)	(68)	15
Recharge across Fund		72	103	117	29	(74)	16
Total Support Services		(1,015)	(881)	(964)	(1,078)	(197)	
TOTAL NET (EXPENDITURE)		(5,101)	(6,130)	(5,481)	(5,248)	882	

* This is made up of smaller (under £50,000) increases and decreases in central support costs as shown in Appendix 2.

8. Income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
9. Overall there is a decrease of £882,000 between the 2018/19 original budget and the 2019/20 original budget. This movement is explained in the following paragraphs.
10. There is an increase of £147,000 in employee expenditure between the 2018/19 original budget and the 2019/20 original budget. Factors influencing this overall increase are a provision for a pay award, incremental progression, an increase in central risk staff budgets funded by the Priorities Investment Pot for posts associated with the projects, and a reduction in apprentice funding (subject to further central funding for new apprenticeships)

Table 2 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Epping Forest	76.50	(3,046)	74.36	(3,075)	74.95	(3,193)
TOTAL EPPING FOREST	76.50	(3,046)	74.36	(3,075)	74.95	(3,193)

11. The decrease of £1.188M from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The Cyclical Works Programme is subject to variation in maintenance needs and a bid for resources each year, as funding is not ring-fenced to individual clients. Bids for departments are based on an annually agreed prioritisation process which considers health & safety, reputation, income generation and asset performance. Therefore the 2018/19 to 2019/20 budgets Original to Original will reflect the change in bid values each year together with the number of projects which are being delivered over the three years of the programme.
12. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20

TABLE 3 - CITY SURVEYOR LOCAL RISK			
Repairs and Maintenance (including cleaning)	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000
Additional Works Programme/Cyclical Works Programme Epping Forest	(1,789)	(993)	(614)
	(1,789)	(993)	(614)
Planned & Reactive Works (Breakdown & Servicing) Epping Forest	(248)	(222)	(233)
	(248)	(222)	(233)
Cleaning Epping Forest	(67)	(67)	(69)
	(67)	(67)	(69)
Total City Surveyor	(2,104)	(1,282)	(916)

13. The £98,000 reduction in Government Grant income is due to the completion of the 10-year DEFRA Environmental Stewardship – Higher Level Stewardship (HLS) and Entry-Level Stewardship (ELS) grants which completed in 2018/19. Subject to DEFRA approval, the next CSS Grant will start in January 2020 which will leave a shortfall which this committee have been informed of in May 2018.

14. The £93,000 increase in Customer and Client Receipts is due to uplifting of large scale events to meet savings targets for 2019/20.

15. The £68,000 increase in recharges within funds is due to an increase in Resources (Director's Pot) within the Directorate which has yet to be allocated.

16. The £74,000 reduction in recharges across funds is mainly due to there being no cyclical works programme budgets for Woodredon & Warlies in 2019/20.

Potential Further Budget Developments

17. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:

- decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

- During the first half of 2018/19 there have been two areas of significant exceptional spend which the Department had not been specifically budgeted for. These were the costs associated with the fire at Wanstead Flats (£80,000) and the increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 (Epping: £8,000, The Commons: £29,000, North London Open Spaces: £57,000). It is anticipated that the cost of managing OPM in future years will increase exponentially, potentially costing £250,000 in 2019/20 with the greatest increase in costs likely to be at Epping. An additional growth bid for anticipated OPM costs will be made within the Medium Term Financial Plan report.
- There have been changes to the Rural Payment Agency Grant which will mean that in 2019/20 Epping Forest's grant will be reduced by approximately £114,000. The Department will make an additional growth bid for loss of Rural Payment Agency Grant within the Medium Term Financial Plan report.
- The short term City Bridge Trust funding the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and well being and delivers activities in some of London's more deprived communities. The Department will be requesting within the Medium Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three month additional funding as agreed by Resource Allocation Sub-Committee on the 4th October 2018.

Revenue Budget 2018/19

18. The 2018/19 latest approved budget includes £40,000 funding for an officer post to deal with the backlog of licences and £16,000 for a Project Officer (Parking Strategy and income generation) both of which are Central Risk and funded from the Priorities Investment Pot. There is also £20,000 funding for contribution pay, £48,000 to support the apprentice scheme, and a reduction of £95,000 to help fund year 2 of the Wood Pasture Restoration Capital Project. £50,000 has also been allocated from the Directors Pot (£25,000 for a Mitigation Strategy Officer, and £25,000 towards a cattle handling facility). Details of the movement between the 2018/19 Original budget and the 2018/19 Latest Approved Budget can be found in Appendix 3. The forecast outturn for the current year is in line with the latest approved budget of £5.481M.

Draft Capital and Supplementary Revenue Budgets

19. The latest estimated costs of the Committee's current capital and supplementary revenue projects are summarised in the Table below.

Service Managed	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
<u>Pre-implementation</u>						
Epping Forest	Baldwins & Birch Hall Park Ponds	40	10	12		62
Wanstead Flats	Artificial grass pitch provision		28			28
<u>Authority to start work granted</u>						
Epping Forest	Wood pasture restoration	66	105	20		191
TOTAL EPPING FOREST		106	143	32	0	281

20. Pre-implementation costs comprise feasibility/option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
21. The above figures do not include the cost of implementing the Ponds and Artificial Grass Pitch projects which are planned to take place in 2019/20, subject to authority to start work.
22. The wood pasture restoration works are due to be completed in spring 2019.
23. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Appendices

- Appendix 1 - Analysis by Services Managed
- Appendix 2 - Analysis of Support Services
- Appendix 3 - Movement of Local Risk Budgets 2018/19 OR to 2018/19 LAB

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Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
<u>CITY CASH</u>						
Epping Forest	(4,799)	(5,946)	(5,270)	(5,062)	884	a)
Chingford Golf Course	(38)	15	27	35	20	
Wanstead Flats	(264)	(199)	(238)	(221)	(22)	
Woodredon & Warlies	0	0	0	0	0	
TOTAL	(5,101)	(6,130)	(5,481)	(5,248)	882	

- a) The reduction of £884,000 under Epping Forest is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional Works/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report.

Appendix 2

Support Services from/to Epping Forest	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(324)	(336)	(309)	(309)	27	
Insurance	(71)	(85)	(71)	(75)	10	
I.S.Recharges - Chamberlain	(187)	(176)	(188)	(175)	1	
Support Services-						
Chamberlain (inc CLPS recharges)	(167)	(121)	(162)	(163)	(42)	
Comptroller and City Solicitor	(63)	(56)	(62)	(60)	(4)	
Town Clerk	(124)	(114)	(127)	(130)	(16)	
City Surveyor	(73)	(44)	(75)	(75)	(31)	
Total Support Services	(1,009)	(932)	(994)	(987)	(55)	
<u>Recharges Within Fund</u>						
Directorate Recharges	(80)	(86)	(95)	(136)	(50)	a)
Learning Recharges	(36)	(4)	(30)	(22)	(18)	
Corporate and Democratic Core	38	38	38	38	-	
Total Recharges Within Fund	(78)	(52)	(87)	(120)	(68)	
Total Recharges Across Funds – Woodredon and Warlies & Structural Maintenance	72	103	117	29	(74)	b)
Total Support Services	(1,015)	(881)	(964)	(1,078)	(197)	

- a) The £50,000 uplift in recharges to the Directorate are due to an increase in Resources (Director's Pot) within the Directorate which has yet to be allocated.

- b) The decrease of £74,000 in Recharges Across Funds is due to no Cyclical Works Programme Budgets for Woodredon and Warlies in 2019/20.

Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19 OR to 2018-19 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	(3,046)	(3,019)	27	
Premises Related Expenses	L	(613)	(546)	67	
R & M (City Surveyor's Local Risk inc cleaning)	L	(2,104)	(1,282)	822	a)
Transport Related Expenses	L	(148)	(135)	13	
Supplies & Services	L	(415)	(447)	(32)	
Unidentified Savings	L	80	-	(80)	b)
INCOME					
Government Grants	L	262	278	16	
Other Grants, Reimbursements and	L	29	6	(23)	
Customer, Client Receipts	L	1,134	1,117	(17)	

- a) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works 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.
- b) Unidentified savings in the 2018/19 Original budget have now been identified by the following: -
- Budgets for employees have now decreased due to vacancies and deletion of posts.
 - There are savings on premises related expenditure through sustainability.
 - Income generated by renting of empty lodges.

Committee(s)	Dated:
Epping Forest and Commons	19/11/2018
Subject: Revenue & Capital Budgets – ‘The Commons’ 2018/19 & 2019/20	Public
Report of: The Chamberlain Director of Open Spaces	For Decision
Report author: Derek Cobbing – Chamberlains Department	

Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Original Budget 2018/19 £000	Latest Approved Budget 2018/19 £000	Original Budget 2019/20 £000	Movement 2018/19 OR to 2019/20 OR £000
Expenditure	(3,000)	(2,811)	(2,374)	626
Income	301	289	368	67
Support Services	(317)	(362)	(377)	(60)
Total Net Expenditure	(3,016)	(2,884)	(2,383)	633

Overall the provisional Original budget for 2019/20 totals £2.383M, a decrease of £633,000 compared with the 2018/19 Original Budget. The main reason for this decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) by £772,000 over the next three years of the programme, an increase in income from Government Grants, off-set by a rise in Central Risk staffing budget due to successful Priority Investment Pot bids, all of which can be found in Table 1.

A breakdown is provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- Review and approve the draft capital and supplementary revenue budget.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Ashted Common & West Wickham (City Commons), and Burnham Beeches & Stoke Common which are registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve, as they are funded principally by the City, together with donations, sponsorship, grants, and income from charges.
2. This report sets out the proposed revenue budget for 2019/20. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 14 May 2018. The top line objectives are:-

- Open Spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Specific priorities for The Commons are:

- Protect our heritage at risk: completing funded works at Kenley Common – 'The Kenley Revival Project'. Completion of this Heritage Lottery Funded project is delayed by 6 months to allow time to resolve construction issues that occurred in 2018. The budget is currently heading for a small underspend although this position may yet change. The City has supported the pre and post completion of the project by providing funds for the appointment a part time 'Kenley Project Legacy officer' for 21 months commencing January 2019.
- Initiate and progress key capital and local risk projects including grazing expansion plans. Expansion of grazing programmes has continued across the Commons most notably, Ashted Common, Riddlesdown and Kenley.
- Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports. The Departmental Fleet Programme has overseen the introduction of Local Fleet and Plant Management Plans and associated health and safety documentation. The Corporate Fleet Board is currently taking the lead as the City considers how best to reshape its fleet to meet the Ultra-Low Emission Zone challenge and policy decision not to purchase diesel vehicles. The Energy board is currently scoping three further Photovoltaic installations (Hampstead Lido, Merlewood Estate Office and Kenwood Nursery. Bids will be submitted to the Energy Efficiency Fund to deliver these projects in 2019.
- Obtain agreement and implement the overarching Departmental and site specific 'events' policies. The Division's report has been drafted and was submitted for approval in the November 2018 committee cycle. It will be taken to the Division's three local Consultation groups 'for information' in January 2019.
- Progress reviews, drafting and completion of management / conservation plans at Stoke Common. Review and draft of the Stoke Common Management plan is now complete and submitted for approval in the November Committee cycle. A grant application under the Countryside Stewardship Scheme, for both Stoke Common and Burnham Beeches, was also submitted to Natural England.

Proposed Revenue Budget for 2019/20

6. The proposed detailed Revenue Budget for 2019/20 is shown in Table 1 analysed between:
- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer’s control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
7. The provisional 2019/20 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. For 2019/20 there has been a 2% allowance for pay and prices, this has been off-set by efficiency savings of 2%, both on Local Risk. In addition, £29,000 has been provided to fund a Kenley Revival Legacy Officer, £58,000 to fund a Biodiversity Post, both on Central Risk and funded from the Priorities Investment Pot. There is also a reduction of £24,000 due to the fall-out of Apprentices in 2019/20. The budget has been prepared within the resources allocated to the Director.

APPENDIX 5

TABLE 1 THE COMMONS SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(1,210)	(1,373)	(1,382)	(1,390)	(17)	10
Employees	C	-	-	(21)	(87)	(87)	
Premises Related Expenses	L	(332)	(274)	(288)	(310)	(36)	
Premises Related Expenses	C	(216)	-	-	-	-	
R & M (City Surveyor's Local Risk inc cleaning)	L	(513)	(1,126)	(869)	(354)	772	11
Transport Related Expenses	L	(101)	(53)	(53)	(51)	2	
Supplies & Services	L	(223)	(124)	(139)	(131)	(7)	
Third Party Payments	L	(31)	(32)	(31)	(17)	15	
Transfer to Reserves - Capital	L	(4)	-	-	-	-	
Transfer to Reserves - Capital	C	(331)	-	-	-	-	
Capital Charges	C	(18)	(18)	(28)	(34)	(16)	
Total Expenditure		(2,979)	(3,000)	(2,811)	(2,374)	626	
INCOME							
Government Grants	L	150	122	121	218	96	13
Government Grants	C	11	-	-	-	-	
Other Grants, Reimbursements and Contributions	L	22	20	20	15	(5)	
Other Grants, Reimbursements and Contributions - Capital	C	497	-	-	-	-	
Customer, Client Receipts	L	152	159	148	135	(24)	
Investment Income	L	1	-	-	-	-	
Transfer from Reserves - Livestock	L	10	-	-	-	-	
Transfer from Reserves - Capital	C	39	-	-	-	-	
Total Income		882	301	289	368	67	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(2,097)	(2,699)	(2,522)	(2,006)	693	
SUPPORT SERVICES							
Central Support		(347)	(300)	(343)	(339)	(39)	
Recharges within Fund		(9)	(17)	(19)	(38)	(21)	
Total Support Services		(356)	(317)	(362)	(377)	(60)	
TOTAL NET (EXPENDITURE)		(2,453)	(3,016)	(2,884)	(2,383)	633	

8. Income, increases in income, and reductions in expenditure are presented as positive balances, whereas expenditure, increases in expenditure or shortfalls in income are denoted by brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
9. Overall there is a decrease of £633,000 between the 2018/19 Original Budget and the 2019/20 Original Budget. This movement is explained in the following paragraphs.
10. The increase of £87,000 in Central Risk Employees is due to funding of £29,000 for a Kenley Revival Legacy Officer and £58,000 for a Biodiversity Post at Burnham Beeches. Both posts are funded from the Priorities Investment Pot.

TABLE 2 - CITY SURVEYOR LOCAL RISK			
Repairs and Maintenance (including cleaning)	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000
Additional Works Programme			
Ashtead Common	(77)	(70)	(2)
West Wickham	(647)	(373)	(84)
Burnham Beeches	(257)	(262)	(94)
Stoke Common	-	-	-
	(981)	(705)	(180)
Planned & Reactive Works (Breakdown & Servicing)			
Ashtead Common	(11)	(19)	(19)
West Wickham	(56)	(60)	(60)
Burnham Beeches	(58)	(65)	(75)
Stoke Common	-	-	-
	(125)	(144)	(154)
Cleaning			
Ashtead Common	-	-	-
West Wickham	(16)	(16)	(16)
Burnham Beeches	(4)	(4)	(4)
Stoke Common	-	-	-
	(20)	(20)	(20)
Total City Surveyor	(1,126)	(869)	(354)

11. The decrease of £772,000 from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor's Local Risk (see Table 2) is mainly within the Additional and Cyclical Works Programme. The Cyclical Works Programme is subject to a bid for resources each year with funding not ring fenced to individual clients, monies vary considerably for departments as it is all based on agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the

Original to Original will reflect the change in bids each year and the amount of projects which are being delivered over the three years of the programme.

12. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.
13. The increase of £96,000 increase in Government Grant Income is mainly due to the original 2018/19 budget being reduced to reflect the lack of HLS grant income for that year only. The 2019/20 figures will reflect the new Countryside Stewardship Scheme (CSS) and base Capital Payments falling into 2019/20.
14. There is an increase of £104,000 in estimated costs between the 2018/19 Original Budget and the 2019/20 Original Budget in Table 3 below. Factors influencing this overall increase are a provision for a pay award, incremental progression, an increase in Central Risk staff budgets funded by the Priorities Investment Pot (see paragraph 10), and a reduction in Apprentice funding in relation to the City Apprenticeship Programme.

Table 3 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Ashtead Common	7.73	(253)	8.32	(255)	8.32	(265)
West Wickham	13.05	(602)	12.74	(598)	12.49	(618)
Burnham Beeches	12.75	(499)	13.26	(531)	13.70	(575)
Stoke Common	0.62	(19)	0.69	(19)	0.67	(19)
TOTAL	34.15	(1,373)	35.01	(1,403)	35.18	(1,477)

Potential Further Budget Developments

15. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:
 - decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.
 - During the first half of 2018/19 there have been two areas of significant exceptional spend which the Department had not been specifically budgeted for. These were the costs associated with the fire at Wanstead Flats (£80,000) and the increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 (Epping: £8,000, The

Commons: £29,000, North London Open Spaces: £57,000). It is anticipated that the cost of managing OPM in future years will increase exponentially, potentially costing £250,000 in 2019/20 with the greatest increase in costs likely to be at Epping. An additional growth bid for anticipated OPM costs will be made within the Medium Term Financial Plan report.

- The short term City Bridge Trust funding the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and well being and delivers activities in some of London's more deprived communities. The Department will be requesting within the Medium Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three-month additional funding as agreed by Resource Allocation Sub-Committee on the 4th October 2018.

Revenue Budget 2018/19

16. The 2018/19 latest approved budget includes funding of £6,000 for a Kenley Revival Legacy Officer, £15,000 for a Biodiversity post at Burnham Beeches, both of which are within Central Risk and funded from the Priorities Investment Pot. There is also a £7,000 funding for contribution pay. The Director of Open Spaces has also transferred from the Directors Pot £15,000 towards The Commons Café Business Case, and £25,000 to mitigate the Burnham Beeches Café debt. Details of the movement between the 2018/19 Original Budget and the 2018/19 Latest Approved Budget can be found in Appendix 3. The forecast outturn for the current year is in line with the latest approved budget of £2.884M.

Draft Capital and Supplementary Revenue Budgets

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

Service Managed	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
<u>Authority to start work granted</u>						
City Commons	Kenley Revival	721	259	51		1,031
TOTAL CITY COMMONS		721	259	51	0	1,031

18. There is one scheme in progress at Kenley, largely funded by HLF grant.

19. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Appendices

- Appendix 1 - Analysis by Services Managed
- Appendix 2 - Analysis of Support Services
- Appendix 3 - Movement of Local Risk Budgets 2018/19 OR to 2018/19 LAB

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Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph(s) Reference
<u>CITY CASH</u>						
Ashtead Common	(447)	(511)	(533)	(455)	56	a)
West Wickham	(1,179)	(1,566)	(1,343)	(1,049)	517	b)
Burnham Beeches	(802)	(917)	(986)	(857)	60	c)
Stoke Common	(25)	(22)	(22)	(22)	-	
TOTAL	(2,453)	(3,016)	(2,884)	(2,383)	633	

- a) The decrease of £56,000 at Ashtead is mainly due to the reduction in the City Surveyor's Repairs & Maintenance Programme, details of which can be found in paragraph 11 of the main report.
- b) The majority of this £517,000 decrease relates to City Surveyor's Repairs & Maintenance Programme, further detail can be found in paragraph 11 in the report.
- c) The decrease of £60,000 at Burnham Beeches is mainly due to a reduction of £146,000 in the City Surveyor's Repairs & Maintenance Programme, partially off-set by an increase of £78,000 in Government Grants due to a new Countryside Stewardship Scheme (CSS) in 2019/20.

Appendix 2

Support Services from/to The Commons	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(43)	(44)	(41)	(41)	3	
Insurance	(17)	(19)	(15)	(16)	3	
I.S.Recharges - Chamberlain	(84)	(79)	(85)	(79)	-	
Support Services-						
Chamberlain (inc CLPS recharges)	(80)	(56)	(78)	(79)	(23)	
Comptroller and City Solicitor	(30)	(27)	(29)	(28)	(1)	
Town Clerk	(59)	(54)	(60)	(61)	(7)	
City Surveyor	(34)	(21)	(35)	(35)	(14)	
Total Support Services	(347)	(300)	(343)	(339)	(39)	
<u>Recharges Within Fund</u>						
Directorate Recharges	(38)	(40)	(42)	(61)	(21)	
Corporate and Democratic Core	29	23	23	23	-	
Total Recharges Within Fund	(9)	(17)	(19)	(38)	(21)	
Total Support Services	(356)	(317)	(362)	(377)	(60)	

Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19 OR to 2018-19 LAB £'000	Note Reference
EXPENDITURE					
Employees	L	(1,373)	(1,382)	(9)	a)
Premises Related Expenses	L	(274)	(288)	(14)	
R & M (City Surveyor's Local Risk inc cleaning)	L	(1,126)	(869)	257	
Transport Related Expenses	L	(53)	(53)	-	
Supplies & Services	L	(124)	(139)	(15)	
Third Party Payments	L	(32)	(31)	1	
INCOME					
Government Grants	L	122	121	(1)	
Other Grants, Reimbursements and	L	20	20	-	
Customer, Client Receipts	L	159	148	(11)	

- a) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works 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.

Committee(s) Hampstead Heath, Highgate Wood and Queen's Park	Dated: 28 November 2018
Subject: Revenue & Capital Budgets – 2018/19 & 2019/20	Public
Report of: The Chamberlain The Director of Open Spaces	For Decision
Report Author: Derek Cobbing – Chamberlains department	

Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Original Budget	Latest Approved Budget	Original Budget	Movement
	2018/19 £000	2018/19 £000	2019/20 £000	2018/19 OR to 2019/20 OR £000
Expenditure	(10,253)	(9,214)	(9,172)	1,081
Income	2,680	2,889	2,822	142
Support Services	(1,282)	(1,455)	(1,551)	(269)
Total Net (Expenditure)	(8,855)	(7,780)	(7,901)	954

Overall the provisional Original Budget for 2019/20 totals £7.901M, a decrease of £954,000 compared with the 2018/19 Original Budget. The main reason for this decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) over the three-year period, an increase in income, off-set by an increase in Recharges, which can be found in Table 1.

A breakdown is provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- Review and approve the draft capital and supplementary revenue budget.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Hampstead Heath, Queen's Park and Highgate Wood which are registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve, as they are funded principally by the City, together with donations, sponsorship, grants, and income from charges.
2. This report sets out the proposed revenue budget for 2019/20. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.
5. Although the day to day management of Keats House falls under Hampstead Heath the budgets for Keats House are not included within this report as they are reported to the Culture, heritage and Libraries Committee.

Business Planning Priorities

6. The Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 23 May 2018. The top line objectives are:-

- Open Spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Specific priorities for Hampstead Heath, Highgate Wood and Queens Park are:

- Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces Bill).
- Work cross-departmentally through Asset Management Planning to maximise the values of our assets, including implementing agreed options for Heathfield House.
- Initiate and progress key capital and local risk projects including a playground, ancillary visitor and operational facilities at Hampstead Heath and Queens Park.
- Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports.
- Obtain agreement and implement the overarching Departmental and site specific 'events' policies.
- Progress reviews, drafting and completion of management plans at Hampstead Heath.

Proposed Revenue Budget for 2019/20

7. The proposed detailed Revenue Budget for 2019/20 is shown in Table 1 analysed between:

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

The provisional 2019/20 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. For 2019/20 there has been a 2% allowance for pay and price increases, this has been off-set by efficiency savings of 2%, both on Local Risk. The budget has been prepared within the resources allocated to the Director. In addition, there is a decrease of £36,000 to reflect a reduction in apprentice funding, a reduction of £24,000 due to the ending of the STEM and Policy Education Programme. The budget has been prepared within the resources allocated to the Director.

APPENDIX 6

TABLE 1 HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 18-19OR to 19-20OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(5,460)	(5,873)	(5,953)	(5,937)	(64)	10
Premises Related Expenses	L	(502)	(366)	(481)	(366)	-	
R & M (City Surveyor's Local Risk inc cleaning)	L	(1,645)	(3,185)	(1,862)	(2,032)	1,153	11
Transport Related Expenses	L	(83)	(101)	(101)	(101)	-	
Supplies & Services	L	(844)	(497)	(586)	(502)	(5)	
Supplies & Services	C	(49)	-	-	-	-	
Transfer to Reserves	L	(10)	-	-	-	-	
Transfer to Reserves – Capital Expenditure	C	(6)	-	-	-	-	
Capital Charges - Depreciation	C	(231)	(231)	(231)	(234)	(3)	
Total Expenditure		(8,830)	(10,253)	(9,214)	(9,172)	1,081	
INCOME							
Other Grants, Reimbursements and Contributions	L	22	-	2	-	-	
Other Grants, Reimbursements and Contributions – Capital funding	C	5	-	-	-	-	
Customer, Client Receipts	L	1,536	1,530	1,724	1,659	129	13
Investment Income	C	1,100	1,150	1,163	1,163	13	
Transfer from Reserves	C	1	-	-	-	-	
Recharges to Capital Projects	L	8	-	-	-	-	
Total Income		2,672	2,680	2,889	2,822	142	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(6,158)	(7,573)	(6,325)	(6,350)	1,223	
SUPPORT SERVICES							
Central Support		(1,320)	(1,222)	(1,357)	(1,341)	(119)	*
Recharges within Fund		(94)	(53)	(76)	(188)	(135)	14
Recharges across Fund		(21)	(7)	(22)	(22)	(15)	
Total Support Services		(1,435)	(1,282)	(1,455)	(1,551)	(269)	
TOTAL NET (EXPENDITURE)		(7,593)	(8,855)	(7,780)	(7,901)	954	

*This is made up of smaller (under £50,000) increases and decreases in central support costs as shown in appendix 2.

8. 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. An analysis of this Revenue Expenditure by

Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.

9. Overall there is a decrease of £954,000 between the 2018/19 original budget and the 2019/20 original budget. This movement is explained in the following paragraphs.
10. There is an increase of £64,000 in employee expenditure between the 2018/19 original budget and the 2019/20 original budget. Factors influencing this overall increase are a provision for a pay award, and incremental progression.

Table 2 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Hampstead Heath	120.60	(5,027)	118.78	(5,108)	118.68	(5,065)
Queen's Park	11.80	(497)	11.80	(493)	11.80	(508)
Highgate Wood	7.55	(349)	7.55	(352)	7.55	(364)
TOTAL	139.95	(5,873)	138.13	(5,953)	138.03	(5,937)

11. The decrease of £1.153M from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The Cyclical Works Programme is subject to a bid for resources each year with funding not ring fenced to individual clients, monies vary considerably for departments as it is all based on an agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the 2018/19 OR to 2019/20 OR budgets will reflect the change in bids each year and the amount of projects which are being delivered over the three years of the programme.
12. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.

TABLE 3 - CITY SURVEYOR LOCAL RISK	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000
Repairs and Maintenance (including cleaning)			
Additional Works Programme/Cyclical Works Programme			
Hampstead Heath	(2,536)	(1,370)	(1,408)
Queen's Park	(145)	(7)	(89)
Highgate Wood	(241)	(77)	(118)
	(2,922)	(1,454)	(1,615)
Planned & Reactive Works (Breakdown & Servicing)			
Hampstead Heath	(188)	(316)	(324)
Queen's Park	(28)	(37)	(37)
Highgate Wood	(29)	(33)	(33)
	(245)	(386)	(394)
Cleaning			
Hampstead Heath	(18)	(22)	(23)
	(18)	(22)	(23)
Total City Surveyor	(3,185)	(1,862)	(2,032)

13. The £129,000 increase in customer and client receipts is mainly due to a number of income budgets being uplifted in order to support efficiencies, these include; swimming (both the Lido and Ponds), car parking, sports facilities, filming, and cafes.

14. The £135,000 rise in Recharges within fund relates to the reinstated inflation uplift yet to be allocated in 2019/20 (see appendix 2).

Potential Further Budget Developments

15. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:

- decisions on funding of the Cyclical Work Programme by the Resource Allocation Sub Committee.
- During the first half of 2018/19 there have been areas of significant exceptional spend which the Department had not specifically budgeted for. At the North London Open Spaces this particularly related to the increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 for the Department (Epping: £8,000, The Commons: £29,000, North London Open Spaces: £57,000). Note that alongside the cost of dealing with the

Wanstead Flats fire, this may lead to an overspend potentially for the department at the end of the 2018/19 financial year. It is anticipated that the cost of managing tree pests and diseases in particular OPM in future years, will increase exponentially, potentially costing £250,000 in 2019/20. A growth bid for the Departments anticipated additional costs will be made within the Medium-Term Financial Plan report.

- The short-term City Bridge Trust funding the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and wellbeing and delivers activities in some of London's more deprived communities. The Department will be requesting within the Medium-Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three-month additional funding as agreed by Resource Allocation Sub-Committee on the 4th October 2018.

Revenue Budget 2018/19

16. The 2018/19 latest approved budget includes £30,000 funding from the reinstated inflation uplift to commission a feasibility study to provide a master plan for Parliament Hill, £23,000 towards contribution pay, a £16,000 carried forward balance to fund the remaining STEM and Policy Education Programme, and £10,000 to support the apprentice programme. Details of the movement between the 2018/19 Original budget and the 2018/19 Latest Approved Budget can be found in Appendix 3. The forecast outturn for the current year is in line with the latest approved budget of £7.780M.

Draft Capital and Supplementary Revenue Budgets

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

Service Managed	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
Pre-implementation						
Hampstead Heath	East Heath car park resurfacing	(10)	(12)			(22)
	Play areas redevelopment		(14)			(14)
TOTAL HAMPSTEAD HEATH		(10)	(26)	0	0	(36)

18. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
19. It should be noted that the above figures exclude the implementation costs of schemes which have yet to receive authority to start work.

20. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement of Local Risk Budgets 2018/19 OR to 2018/19 LAB

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Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph(s) Reference
<u>CITY CASH</u>						
Hampstead Heath	(6,192)	(7,337)	(6,503)	(6,540)	797	a)
Hampstead Heath – STEM & Policy Education	(44)	(24)	(41)	-	24	
Queen's Park	(838)	(789)	(676)	(759)	30	
Highgate Wood	(519)	(705)	(560)	(602)	103	b)
TOTAL	(7,593)	(8,855)	(7,780)	(7,901)	954	

- a) The reduction of £797,000 under Hampstead Heath is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report.
- b) The reduction of £103,000 under Highgate Wood is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report

Appendix 2

Support Services to/from Hampstead Heath, Queen's Park & Highgate Woods Committee	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(275)	(283)	(307)	(307)	(24)	
Insurance	(92)	(110)	(94)	(97)	13	
I.S.Recharges - Chamberlain	(326)	(308)	(329)	(305)	3	
Support Services-						
Chamberlain (inc CLPS recharges)	(172)	(129)	(165)	(167)	(38)	
Comptroller and City Solicitor	(102)	(50)	(101)	(98)	(48)	
Town Clerk	(262)	(255)	(268)	(273)	(18)	
City Surveyor	(91)	(87)	(93)	(94)	(7)	
Total Support Services	(1,320)	(1,222)	(1,357)	(1,341)	(119)	
<u>Recharges Within Fund</u>						
Directorate Recharges	(131)	(137)	(159)	(224)	(87)	a)
Learning Recharges	(58)	(11)	(12)	(59)	(48)	
Corporate and Democratic Core	95	95	95	95	-	
Total Recharges Within Fund	(94)	(53)	(76)	(188)	(135)	
Total Recharges Across Fund – Reservoir Inspections	(21)	(7)	(22)	(22)	(15)	
Total Support Services	(1,435)	(1,282)	(1,455)	(1,551)	(269)	

- a) The £87,000 uplift in recharges to the Directorate relates to the reinstated inflation uplift yet to be allocated in 2019/20.

Appendix 3

Movement of Local Risk Budgets (inc. City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19OR To 2018-19LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	(5,873)	(5,953)	(80)	a)
Premises Related Expenses	L	(366)	(481)	(115)	b)
R & M (City Surveyor's Local Risk inc cleaning)	L	(3,185)	(1,862)	1,323	c)
Transport Related Expenses	L	(101)	(101)	-	
Supplies & Services	L	(497)	(586)	(89)	d)
INCOME					
Other Grants, Reimbursements and	L	-	2	2	
Customer, Client Receipts	L	1,530	1,724	194	e)

- a) The £80,000 uplift in employee costs is mainly due to an increase in temporary lifeguards.
- b) The increase of £115,000 in premises related costs is due in part to a need to make adjustments in order to right size budgets in relation to council tax and fuel oil. Funds have also been allocated to general grounds maintenance, which will be used to facilitate planned improvements to the Adventure Playground at Parliament Hill. This has been possible as a result of additional achievement of income, as a result of the busy summer.
- c) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works 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.
- d) The increase of £89,000 in supplies and services related costs is due to the need for additional spend in relation to a range of matters which include managing Oak Processionary Moth and defending an increasing range of planning issues impacting upon the Heath.
- e) The increase of £194,000 in customer, client receipts, relates to achievement of additional income in a range of areas including the Parliament Hill Lido which was a result of the excellent summer. A range of filming activity has also provided additional income.

Committee(s) West Ham Park Committee	Dated: 10 December 2018
Subject: Revenue & Capital Budgets – 2018/19 & 2019/20	Public
Report of: The Chamberlain The Director of Open Spaces	For Decision
Report Author: Derek Cobbing - Chamberlains dept	

Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1 Includes Local Risk, Central Risk, and Recharges/Support Services.	Original Budget (OR) 2018/19 £000	Latest Approved Budget 2018/19 £000	Original Budget (OR) 2019/20 £000	Movement 2018-19 OR to 2019-20 OR £000
Expenditure	(1,669)	(1,403)	(1,363)	306
Income	244	261	245	1
Support Services	(189)	(261)	(223)	(34)
Total Net (Expenditure)	(1,614)	(1,403)	(1,341)	273

Overall the provisional Original budget for 2019/20 totals £1.341M, a decrease of £273,000 compared with the Original Budget for 2018/19. The main reason for this decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) over the three-year period, these costs can be found in Table 1.

A breakdown is provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- Review and approve the draft Capital and Supplementary Revenue budget.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes West Ham Park which is a registered charity and is funded from City's Cash and run at no cost to the community that it serves.
2. This report sets out the proposed revenue budget for 2019/20. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 16 July 2018. The top line objectives are:-
 - Open Spaces and historic sites are thriving and accessible.

- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Specific priorities for West Ham Park are:

- Work cross-departmentally through Asset Management Planning to maximise the value of our assets including the former West Ham Park Nursery site.
- Initiate and progress key capital and local risk projects including the playground and ancillary visitor facilities at West Ham Park.
- Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports.
- Obtain agreement and implement the overarching Departmental and site specific 'events' policies.
- Progress reviews, drafting and completion of management/conservation plans at West Ham Park.

Proposed Revenue Budget for 2019/20

6. The proposed detailed Revenue Budget for 2019/20 is shown in Table 1 analysed between:

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

7. The provisional 2019/20 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. For 2019/20 there has been a 2% allowance for pay and prices, this has been off-set by efficiency savings of 2%, both on Local Risk. In addition, £72,000 has been given in relation to the City Apprenticeship Programme. The budget has been prepared within the resources allocated to the Director.

TABLE 1 WEST HAM PARK COMMITTEE SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 18-19OR to 19-20OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(638)	(681)	(662)	(732)	(51)	10
Premises Related Expenses	L	(56)	(45)	(71)	(45)	-	
Premises Related Expenses	C	(43)	-	-	-	-	
R & M (City Surveyor's Local Risk inc cleaning)	L	(200)	(683)	(348)	(399)	284	11
Transport Related Expenses	L	(26)	(20)	(20)	(20)	-	
Supplies & Services	L	(182)	(117)	(179)	(139)	(22)	
Supplies & Services	C	(101)	(100)	(100)	(5)	95	13
Third Party Payments	L	(18)	(13)	(13)	(13)	-	
Capital Charges	C	(10)	(10)	(10)	(10)	-	
Total Expenditure		(1,274)	(1,669)	(1,403)	(1,363)	306	
INCOME							
Other Grants, Reimbursements and Contributions	L	38	-	15	-	-	
Customer, Client Receipts	L	268	203	205	204	1	
Customer, Client Receipts	C	41	40	40	40	-	
Investment Income	C	1	1	1	1	-	
Transfer from Reserves – City Bridge Trust	C	7	-	-	-	-	
Total Income		355	244	261	245	1	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(919)	(1,425)	(1,142)	(1,118)	307	
SUPPORT SERVICES							
Central Support		(190)	(174)	(183)	(182)	(8)	
Recharges within Fund							
Directorate Recharges		(18)	(18)	(21)	(30)	(12)	
Learning Recharges		(54)	(4)	(64)	(18)	(14)	
Corporate and Democratic Core		7	7	7	7	-	
Total Support Services		(255)	(189)	(261)	(223)	(34)	
TOTAL NET (EXPENDITURE)		(1,174)	(1,614)	(1,403)	(1,341)	273	

8. Income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. An analysis of this Revenue Expenditure by

Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.

9. Overall there is a decrease of £273,000 between the 2018/19 original budget and the 2019/20 original budget. This movement is explained in the following paragraphs.
10. Analysis of the movement in staff related costs are shown in Table 2 below. There is an increase of £51,000 in employee expenditure between the 2018/19 original budget and the 2019/20 budget which is mainly due to a provision for a pay award, incremental progression, plus additional resources have been given to support the apprentice programme in 2019/20.

Table 2 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
West Ham Park	17.50	(681)	17.42	(662)	19.50	(732)
TOTAL WEST HAM PARK COMMITTEE	17.50	(681)	17.42	(662)	19.50	(732)

11. The decrease of £284,000 from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The Cyclical Works Programme is subject to a bid for resources each year with funding not ring fenced to individual clients, monies vary considerably for departments as it is all based on an agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the 2018/19 OR to 2019/20 OR budgets will reflect the change in bids each year and the amount of projects which are being delivered over the three years of the programme.
12. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.

TABLE 3 - CITY SURVEYOR LOCAL RISK	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000
Repairs and Maintenance (including cleaning)			
Additional Works Programme			
West Ham Park	(600)	(286)	(332)
	(600)	(286)	(332)
Planned & Reactive Works (Breakdown & Servicing)			
West Ham Park	(75)	(54)	(59)
	(75)	(54)	(59)
Cleaning			
West Ham Park	(8)	(8)	(8)
	(8)	(8)	(8)
Total City Surveyor	(683)	(348)	(399)

13. The reduction in supplies and services within central risk is due to a £95,000 provision for payment to Royal Parks, regarding the contract to supply bedding plants. This figure will not appear in the 19/20 budget as the City's commitment resulting from terminating the contract ceases in February 2019.

Potential Further Budget Developments

14. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:
- decisions on funding of the Cyclical Work Programme by the Resource Allocation Sub Committee.
 - During the first half of 2018/19 there have been areas of significant exceptional spend which the Department had not specifically budgeted for. This included increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 for the Department. Note that alongside the cost of dealing with the Wanstead Flats fire, this may lead to an overspend potentially for the department at the end of the 2018/19 financial year. It is anticipated that the cost of managing tree pests and diseases in particular OPM in future years, will increase exponentially, potentially costing £250,000 in 2019/20. A growth bid for the Departments anticipated additional costs will be made within the Medium-Term Financial Plan report.
 - The short-term City Bridge Trust funding the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and wellbeing and delivers activities in some of London's more

deprived communities. The Department will be requesting within the Medium-Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three-month additional funding as agreed by Resource Allocation Sub-Committee on the 4th October 2018.

Revenue Budget 2018/19

15. The 2018/19 latest approved budget includes an allocation of £30,000 from the reinstated inflation uplift towards the West Ham Park Playground project, and a resource of £21,000 was also given to support the apprentice programme. The forecast outturn for the current year is in line with the latest approved budget of £1.403M. Movement of the Local risk Budgets from the Original 2018/19 Budgets to the 2018/19 Latest Approved Budgets can be found in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

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

Service Managed	Project	Exp. Pre 01/04/18	2018/19	2019/20	2020/21	Later Years	Total
		£'000	£'000	£'000	£'000	£'000	£'000
<u>Pre-implementation</u>							
West Ham Park	Nursery, alternative uses	50	96	50			196
	Playground refurbishment	10	45				55
TOTAL WEST HAM PARK		60	141	50	0	0	251

17. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work
18. The investigation into alternative uses for the Nursery site comprises consultancy fees to identify the most economically advantageous option.

19. The playground refurbishment scheme consists of a redesign of the playground to create a new master plan, with alternative options for water play provision and is subject to further approvals.
20. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2018/19 OR to 2018/19 LAB

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Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph(s) Reference
<u>CITY'S CASH</u>						
West Ham Park	(1,174)	(1,614)	(1,403)	(1,341)	273	a)
TOTAL (CITY'S CASH)	(1,174)	(1,614)	(1,403)	(1,341)	273	

- a) The reduction of £273,000 is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report.

Support Services from/to West Ham Park Committee	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(41)	(40)	(42)	(42)	(2)	
Insurance	(15)	(17)	(15)	(16)	1	
I.S.Recharges - Chamberlain	(41)	(38)	(41)	(38)	-	
Support Services-						
Chamberlain (inc CLPS recharges)	(43)	(35)	(40)	(40)	(5)	
Comptroller and City Solicitor	(4)	(5)	(4)	(4)	1	
Town Clerk	(31)	(28)	(25)	(26)	2	
City Surveyor	(15)	(11)	(16)	(16)	(5)	
Total Support Services	(190)	(174)	(183)	(182)	(8)	
<u>Recharges Within Fund</u>						
Directorate Recharges	(18)	(18)	(21)	(30)	(12)	
Learning Recharges	(54)	(4)	(64)	(18)	(14)	
Corporate and Democratic Core	7	7	7	7	-	
Total Recharges Within Fund	(65)	(15)	(78)	(41)	(26)	
Total Support Services	(255)	(189)	(261)	(223)	(34)	

Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19 OR to 2018-19 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	(681)	(662)	19	
Premises Related Expenses	L	(45)	(71)	(26)	
R & M (City Surveyor's Local Risk inc cleaning)	L	(683)	(348)	335	a)
Transport Related Expenses	L	(20)	(20)	-	
Supplies & Services	L	(117)	(179)	(62)	b)
Third Party Payments	L	(13)	(13)	-	
INCOME					
Other Grants, Reimbursements and Contributions	L	-	15	15	
Customer, Client Receipts	L	203	205	2	

- a) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works 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.
- b) The £62,000 increase in supplies and services is mainly due to an allocation of £30,000 from the Directorate towards the West Ham Park Playground project and £30,000 is being spent on the South Meadow Improvement Project (landscaping and tree planting works).

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Committee:	Date:
Open Spaces and City Gardens - For Decision	10 December 2018
Hampstead Heath, Highgate Wood and Queens Park - For Information	13 March 2019
Epping Forest and Commons Committee - For Information	14 January 2019
West Ham Park - For Information	04 February 2019
Port Health & Environmental Services - For Information	15 January 2019
Subject: Tree Pests and Diseases: Oak Processionary Moth urgent update	Public
Report of: Colin Buttery – Director, Open Spaces	For Decision (Open Spaces & City Gardens Committee)
Report author: Colin Buttery – Director, Open Spaces	

Summary

This report provides Members with an update on the challenges being faced due to the spread of Oak Processionary Moth (OPM) across the Open Spaces in the care of The City of London. The OPM caterpillars shed irritating hairs that can cause allergic reactions in people and dogs.

The report also highlights the resource issues with expenditure in the financial year 2018/19 approaching £100,000 across the Open Spaces. It is anticipated that the resource demands for the control of OPM in future years will be in excess of £250,000 pa. It is proposed that these new and increasing resource commitments are highlighted through the Chamberlain to the Medium-term Financial Planning Process scheduled for January 2019.

Recommendation

Members are asked to:

- Note the challenging position regarding the spread of Oak Processionary Moth (OPM) and the partnership work being undertaken with the Forestry Commission.
- Note that the cost of risk based OPM control undertaken in 2018/19 is likely to lead to a small departmental overspend at the year-end.
- Approve the submission of a bid for additional resources to Resource Allocation Sub Committee for future financial years from 2019/20, highlighting OPM as a new and significant resource demand in the medium-term financial planning process.

Main Report

Background

1. Oak Processionary Moth (*Thaumetopoea processionea*) (OPM) was accidentally introduced to the UK from Europe through the importation of oak trees for a development site in Richmond, West London in 2006. In a short space of time OPM had spread to a wide area of the Borough of Richmond and by 2008 was found in Richmond Park and Kew Gardens.
2. OPM is a pest species that feeds on oak trees and in extreme numbers can result in the defoliation of a tree. However, the main reason for seeking to control the spread and numbers of OPM caterpillars is that the irritating hairs on the caterpillars and within the communal nests, represents a public and animal health hazard through allergic reactions.
3. The City of London has been working closely with the Forestry Commission, Natural England, National Trust, The Royal Parks, Local Authorities and other land owners to share scientific data and research, practical experience and good practice. Public Health England has also been involved in advising on health issues and the Forestry Commissions communications including: “*Spot it, avoid it, report it*” public awareness campaign. Information has been sent to GP’s across London and Veterinary surgeries have also been contacted to make vets aware of the symptoms and risk primarily to dogs.
4. The City Corporation Chairs the Oak Processionary Moth Strategic Group which helps the Forestry Commission engage with landowners, share the strategic direction being taken by Defra and promote best practice.
5. Control methods have primarily focussed on two approaches; nest removal or pesticide spraying with *Bacillus thuringiensis var kurstaki* (known as Bt) a bio-pesticide. The bio-pesticide is applied in early spring as soon as the eggs hatch and the initial instars (developmental stages) of the caterpillars emerge. Neither approach is 100% effective and the aim of both techniques is primarily to protect public health and reduce the rate of spread of the pest.
6. The City Corporation has taken a risk zone-based approach targeting OPM in areas where the public would be most at risk of being exposed to the caterpillars or nests. This includes removal of nests close to busy locations such as car parks, key paths and buildings, catering facilities, children’s play and sporting facilities.
7. The use of the bio-pesticide (Bt) in the Spring where OPM has already been identified is also carefully targeted. Spraying is kept to a minimum because of its impact on non-target species of Lepidoptera such as butterflies and native species of moth. The collateral damage to the wider biodiversity of a site is a concern with many of the Open Spaces protected through statutory designations such as Sites of Special Scientific Interest (SSSI), National Nature Reserves (NNR), and sites of Special area of Conservation (SAC).

8. The Forestry Commission and Forest Research are undertaking a regional pheromone trapping programme with support from Cambridge University. This work is helping to monitor the spread of the pest species and the density of the populations. Research is also being undertaken to consider if there are other viable control methods including natural predators.
9. In reducing the human health risks, we are recognising that City of London Arboricultural Officers and Contractors are at an increased occupational health risk. Where these risks are identified, robust measures are in place to ensure correct protective clothing and good operational practices are in place. Experience across London is that despite these measures individuals may become sensitised to the irritating hairs from the caterpillars and that this can result in unpleasant rashes.
10. To date reports of health issues affecting the public on City Corporation sites is very low, but we are now reaching a 'tipping point' at some properties, such as Hampstead Heath, where nest numbers have grown exponentially in 2018. At Ashted Common; the City Cemetery & Crematorium and Epping Forest numbers are currently relatively low, but these properties are likely to follow the same trajectory of large increases in the number of OPM nests and distribution of this pest species over the next few years.
11. The staff time resource and contractor costs will also increase markedly even with the targeted risk zone approach being taken. Officers have attended OPM training sessions and volunteers have also been trained how to identify the OPM nests to assist in the reporting of infested trees. The presence of OPM also impacts on normal arboricultural work including tree safety and veteran tree management. Contractors and Officers from the Corporation have to be aware of OPM as a risk and remove nests before undertaking tree surgery works.
12. To help illustrate the significant change that has taken place in 2018 the figures from Hampstead Heath, Highgate Wood and Queens Park below show the number of nests identified in each year since 2015;

Year	Nests	Trees affected
2015	15*	13
2016	25	20
2017	184	84
2018	2013	680

(*it is likely that OPM arrived at Hampstead Heath in 2014 but was only identified in 2015. Targeted spraying of the pesticide Bt from 2016 will have helped to limit the expansion of the OPM population)

A similar pattern of growth in population was experienced at Ashted Common where the number of OPM nests grew from 6 in 2016; to 16 in 2017; and 184 in 2018.

13. The Forestry Commission has served under the Plant Health Act 1967, Statutory Plant Health Notices (SPHNs) on the City Corporation, requiring the removal the infestations. Failure to comply with a notice can result in enforcement action and possible prosecution. landowners need to be able to demonstrate that reasonable steps have been taken to control the pest.

Financial Implications

14. The annual spend on contracted services for the control of OPM across the Department will be close to £100,000 in 2018/19 which is close to a ten-fold increase in expenditure on OPM compared to 2017/18. The spend is made up of nest removal, pesticide spraying, pheromone trapping and survey inspections across the Divisions as follows: Ashted Common £29,000; City Cemetery £5,000; Hampstead Heath, Highgate Wood and Queens Park £56,500; City Gardens £1,000; Epping Forest £8,000; a total spend in 2018/19 of £99,500.
15. It is anticipated that annual spending on the control of OPM will increase to a figure of circa £200,000 in 2019/20 and plateau at approximately £250,000 to £300,000 in subsequent years. Partner organisations, such as the Royal Parks, have already seen a similar growth in resource commitment having been affected by OPM for a much longer period.
16. The department is profiling a small overspend for the financial year 2018/19 identifying the expenditure on OPM and certain other areas of exceptional spend including the grass and heathland fires experienced in the summer of 2018.
17. It is also proposed that the need for addition resources from financial year 2019/20 onwards is highlighted to Resource Allocation Sub Committee when it considers the medium-term financial planning process in January 2019.

Corporate & Strategic Implications

The Corporate Plan

18. The Open Spaces Department actively contributes to the following Corporate Plan 2018-23 aims and outcomes:

Contribute to a flourishing society

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

Shape outstanding environments

- We inspire enterprise, excellence, creativity and collaboration
- We have clean air, land and water and a thriving and sustainable natural environment.

- Our spaces are secure, resilient and well-maintained

Support a thriving economy

- Our land management supports local businesses and enterprises

Tree pests and diseases including OPM are identified in the Departmental risk register; OPM represents a significant risk to our ability to deliver key outcomes identified in the Corporate Plan. OPM control measures are needed to allow the public to continue to enjoy the natural environments, whilst protecting public health and wellbeing.

Conclusion

19. The expansion of the range and distribution of OPM across London is resulting in the need for targeted control measures to be undertaken across the Open Spaces. The risk zone-based approach is a pragmatic and effective way to address the public health risk and target necessary resources.
20. In the early years of the OPM infestation the costs of control have been accommodated within the existing resource budgets, however, in 2018 expenditure has reached a quantum where such costs cannot simply be absorbed. It is proposed that the additional resource requirement is highlighted through the medium-term financial planning process.

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Committee(s):	Date(s):
Open Spaces and City Gardens Committee Epping Forest and Commons Committee	For Decision 10 Dec 2018 14 Jan 2018
Subject: Proposed NNR status for the Coulsdon Commons and Happy Valley	Public
Report of: The Superintendent of The Commons	For Decision
<p style="text-align: center;">Summary</p> <p>The Director of Open Spaces and Superintendent have attended meetings with Natural England and the London Borough of Croydon, to discuss the potential for the City's Coulsdon Commons and the London Borough's Happy Valley to be declared a National Nature Reserve.</p> <p>At the most recent meeting officers from all parties agreed to seek Member's opinion and potential to commence the formal 'declaration process'.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ol style="list-style-type: none"> i. Authorise Officers to progress the matter with Natural England and The London Borough of Croydon so that a formal proposal can be developed and reported to this Committee by May 2019. 	

Main Report

Background

1. National Nature Reserves (NNRs) are a Natural England designation that reflects the recreational and conservation value of important sites across England. NNRs are recognised as being 'the crown jewels of England's natural heritage'. There are currently 224 NNRs in England, covering 360 square miles (0.7% of England)
2. Two of the City's Open Spaces already have NNR status, both are within The Commons Division namely, Burnham Beeches NNR (declared 1992) and Ashted Common NNR (declared 1995).
3. Natural England produced a new NNR strategy in 2017 that encourages the consideration of additional NNR's across England that meet their strategic criteria i.e. **(Appendix 1)**

Current Position

4. The Coulsdon Commons, consisting of Kenley Common, Coulsdon Common, Farthing Downs and Riddlesdown are high quality open spaces containing many nationally rare habitats and species. They border the Happy Valley and other land, owned and managed by the London Borough of Croydon, that are of similar high value.
5. To realise its new strategy Natural England is seeking to declare a host of new NNR's across England, a process that has been largely dormant since the mid 1990's. The City's Coulsdon Commons and Happy Valley are high on NE's list of potential NNRs.
6. A map of the potential NNR boundary is shown as **Map 1**. It consists of some 417 hectares of land of which approx. 36% is designated by Natural England as Sites of Special Scientific Interest (SSSI). There is potential to further enlarge the area covered by the NNR at a later date should that be required
7. Your Superintendent and Head Ranger met with Natural England in January 2018. It was agreed to consider the matter further with Officers of the London Borough of Croydon. London Borough of Croydon was consulting at the time on the future of Happy Valley and associated open spaces and the meeting explored if the Borough was sympathetic to the idea of closer working and enhanced designation.
8. A second meeting of officers took place in October 2018 with Natural England, The London Borough of Croydon and the City of London Director of Open Spaces, Superintendent and Head Ranger in attendance.
9. From that meeting it became clear that there was a synergy and willingness between Officers of all three organisations to manage the differing land ownerships under a single NNR title.
10. It was recognised that NNR status across ownership boundaries would present partnership opportunities that could bring benefit to the long-term management of the Coulsdon Commons and Happy Valley whilst providing a significant contribution to the Government's strategic desire to protect England's most precious natural assets.
11. The declaration of land as a NNR not only recognises the high recreation and conservation value of the site but the high standards of management expertise required to maintain that value. The NNR declaration would be a high profile opportunity to the City to celebrate the importance of the Commons to local people and the conservation work being undertaken.
12. Key strengths of NNR status include:
 - a. Increases collaboration between landowners.
 - b. Enhance profile of the owning bodies and managers.
 - c. Recognised as places of excellence where people can engage with nature.

- d. High standards of biodiversity and geodiversity where an abundance of variety of wildlife can be found.
- e. Extensive environmental monitoring and research opportunities.
- f. Enables the City and the London Borough of Croydon to demonstrate their support for the Government's strategic desire to use NNRs to galvanise landscape-scale conservation – the Lawton principle.
- g. Higher profile to attract environmental grants.

Proposals

- 13. Discussions are at a very early stage so it is proposed that:
 - a. Officers continue to engage with Natural England and the London Borough of Croydon to further develop the NNR concept so that formal proposals can be brought to this committee for approval by May 2019.

Corporate & Strategic Implications

- 14. The recommendations of this report supports the Corporate Plan with particular reference to the following aims:
 - a. Contribute to a flourishing society**
 - i. People enjoy good health and wellbeing
 - ii. Communities are cohesive and have the facilities they need
 - b. Shape Outstanding Environments**
 - i. We inspire enterprise, excellence, creativity and collaboration.
 - ii. We have clean air, land and water and a thriving and sustainable natural environment.
 - iii. Our spaces are secure, resilient and well maintained

And supports the Open Spaces Business Plan as follows:

- a. Open Spaces and historic sites are thriving and accessible.**
 - i. Our open spaces, heritage and cultural assets are protected, conserved and enhanced
 - ii. London has clean air and mitigates flood risk and climate change
 - iii. Our spaces are accessible, inclusive and safe
 - iv. Our habitats are flourishing, biodiverse and resilient to change.
- b. Spaces enrich people's lives.**
 - i. People enjoy good health and well being
 - ii. Nature, heritage and place are valued and understood
 - iii. People feel welcome and included
 - iv. People discover, learn and develop
- c. Business practices are responsible and sustainable.**
 - i. Our practices are financially, socially and environmentally sustainable
 - ii. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation

Implications

15. Experience at Burnham Beeches and Ashted Common indicates that NNR status need not place an additional funding burden on the City. Indeed the status can very usefully attract additional funding, particularly towards the cost of research and monitoring. It can also raise the land's profile for grants to fund conservation and recreation objectives.
16. The proposal provides opportunities to build closer working partnerships with the London Borough of Croydon and perhaps other local landowners to develop shared management plans, objectives and projects with the prospect of making more efficient use of the resources available.
17. NNR status does not bring greater legal protection (or management obligation) to the land but it does accord high reputational value to NNR landowners and gives greater weight to environmental protection issues as part of the Local Authority's Local Plan.
18. Natural England indicate that the designation process if commenced in May 2019 could be completed by the end of that year.

Conclusion

19. NNR status provides enhanced reputational value on the owners of the land and their management of the natural environment and would demonstrate the City's commitment to the Governments strategic aim to create landscape scale conservation projects.
20. Officers of the City of London, London Borough of Croydon and Natural England, recognise the value of designating the Coulsdon Commons and, Happy Valley as a National Nature Reserve and seek authority to develop proposals for approval by this committee that may lead to formal designation in 2019.

Appendices

Appendix 1. Natural England's NNR Strategy

Map 1. Potential NNR boundary, SSSI status and ownership.

Background papers

None

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National Nature Reserves

At the heart of conservation in the 21st Century

A Strategy for England's National Nature Reserves in the 21st century: for conservation, environmental research and people



National Nature Reserves

At the heart of 21st century conservation

England's National Nature Reserves are the crown jewels of England's natural heritage. We manage them in the best way possible.

From Lindisfarne in Northumberland to The Lizard in Cornwall, these rare and precious sites secure our country's wonderful wildlife and rich geology for us all.

We want to inspire people, promote learning, and encourage involvement in the wider landscape.





© Natural England/Alison Dwyer

Conservation

National Nature Reserves are our finest sites for wildlife and geology. Placed at the heart of healthy and strong landscapes, we can make sure their abundant wildlife brims over to enrich surrounding areas.

We will invite more landowners to join the National Nature Reserve network, helping to reflect the diversity, range and richness of our natural heritage. With more sites joining the National Nature Reserve network, we will make more space for nature.



© Natural England/Paul Gendell

Environmental research

National Nature Reserves are our natural laboratories. They will be widely used for experimentation and long term monitoring to increase our understanding of our natural environment. They will demonstrate the very best conservation practice and inspire environmental scientists, young and old alike.



© National Trust Images/John Birch

People

National Nature Reserves' high quality and accessible habitats offer many ways to enjoy and engage with our natural heritage. Whether improving our wellbeing, taking part in citizen science opportunities or volunteering, we will help more people get actively involved in their local site.



© Natural England/Peter Southworth

Partnerships

We will build on existing local partnerships to create stronger links between National Nature Reserves and their surrounding landscapes and communities. We will collaborate on environmental research and together offer more opportunities for people to enjoy their local sites.



Sandscale Hawes NNR

© National Trust / Paul Harris

Support England's National Nature Reserves

England's National Nature Reserves embody our natural diversity: our multi-layered geology, ferny woodlands, ancient grasslands and heaths, glimmering wetlands, and wild coasts and moorlands. Here nature comes first, protecting wildlife and inspiring individuals.

The National Nature Reserve Strategy has been created by a partnership of public bodies, wildlife charities and other representatives. We developed a shared vision and a common purpose to take forward the founding purposes of NNRs – conservation, environmental research and places for people – putting them at the heart of 21st century conservation.

Interested? Go and explore, get involved in your local sites and enjoy your natural heritage.

The NNR Partnership comprises

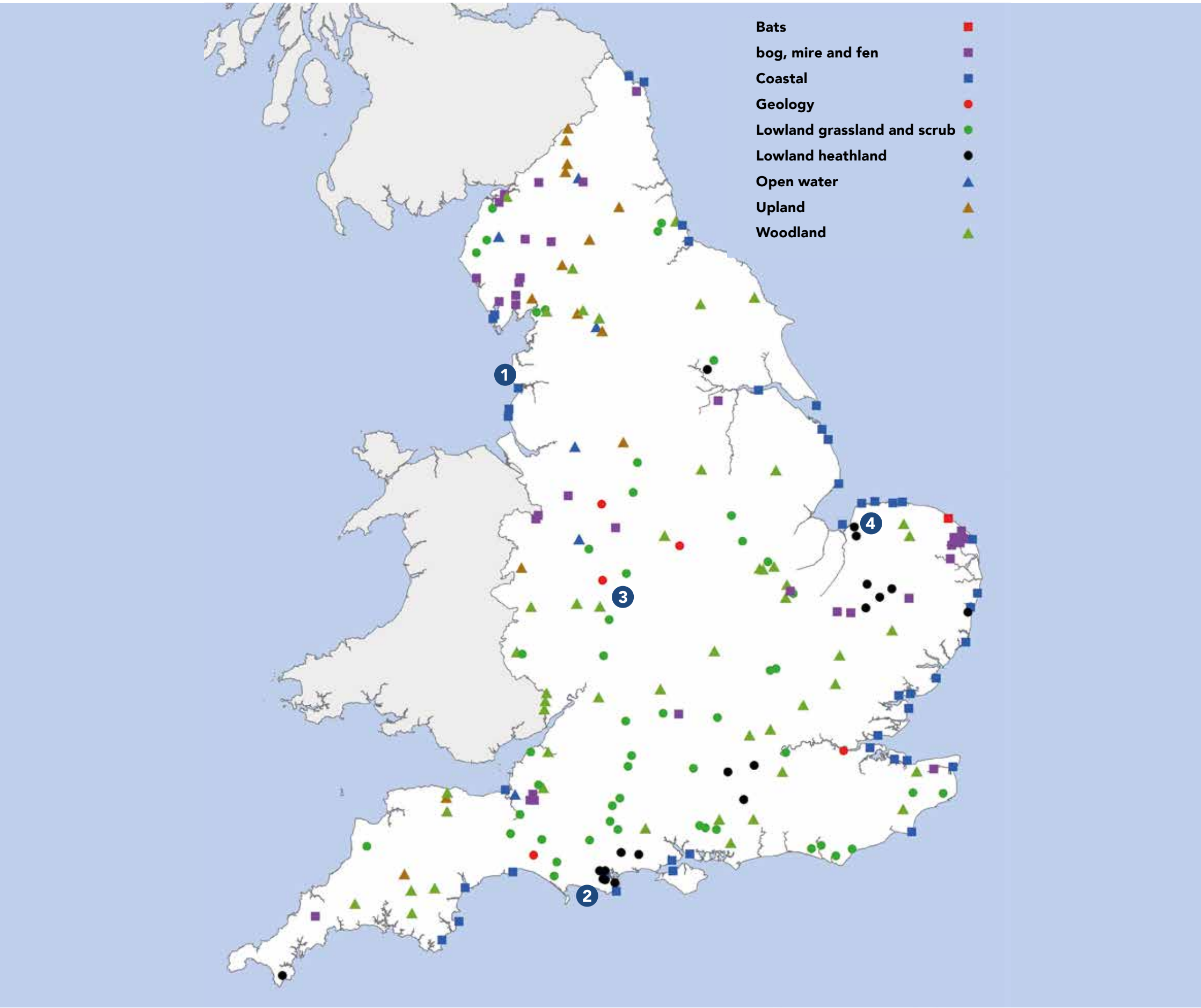
Butterfly Conservation, Escrick Estate, the Forestry Commission, the National Trust, Natural England, Plantlife, RSPB, the Wildlife Trusts and the Woodland Trust.

Front cover images clockwise from top left:

Below Sheepscote Common © Natural England/Peter Wakely; Lingsisfarne © Natural England/John Dunn; Walkers on Shapwick Heath © Natural England/Paul Glenahilly; Crinoid fossils © Natural England/Peter Wakely; Waxcap © Natural England/Julian Dowse; Pond dipping, Saltfleetby - Theddlethorpe Dunes © Natural England.

England's National Nature Reserves

The map shows the location and types of NNRs in England. The examples illustrate how current initiatives will help achieve the aims of the Strategy on a larger scale across the country.



1 Partnership

The **Ribble Estuary National Nature Reserve** is a shining example of partnership working, bringing together RSPB, Natural England and the Environment Agency. Flood defence improvements have been combined with habitat creation, to deliver much needed local climate change adaptation and provide invaluable new wildlife sites close to Britain's most important estuary for birds. On completion, the expanded NNR will be the largest of its kind in northern England.



2 Conservation

The renowned wildlife of the **Purbeck Heaths** is already represented in three well established National Nature Reserves. Now Natural England, RSPB, the National Trust and other land managers are working together to harmonise management across the wider area of the Purbeck heathlands.



3 People

Wren's Nest National Nature Reserve is one of the most notable geological locations in the British Isles, famous for its large numbers of beautifully preserved Silurian limestone fossils. Located in an urban setting, the site's wardens and volunteers excel at providing activities and information for audiences ranging from local visitors to geologists around the world.



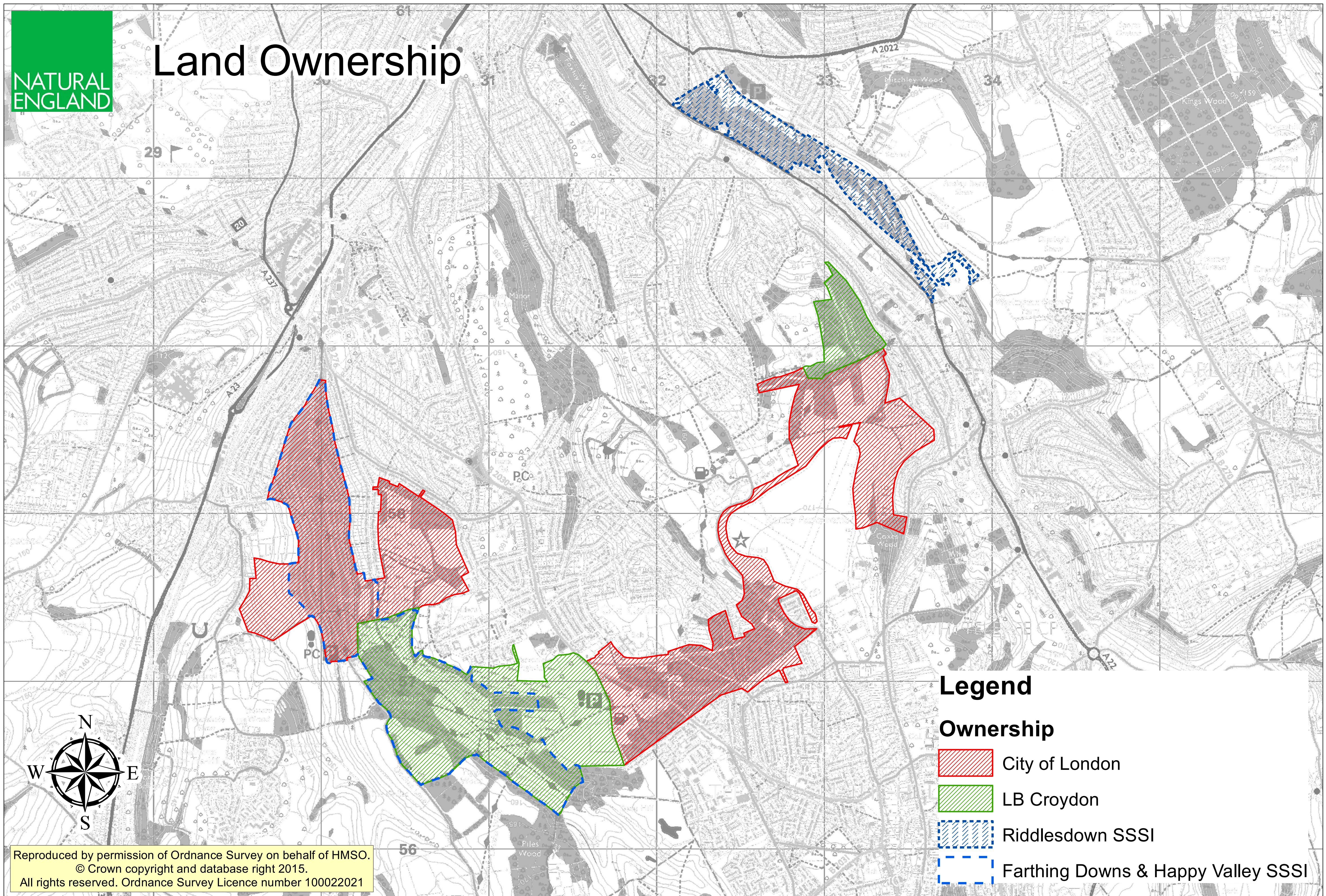
4 Environmental Research

Dersingham Bog National Nature Reserve has long been used for a wide range of research both by Natural England and by the wider scientific communities. Subjects include heathland restoration and management, geomorphological studies and species dynamics. In one example, studies of nightjar feeding flights showed how these mysterious birds are using a string of National Nature Reserves across Norfolk as their flyways.

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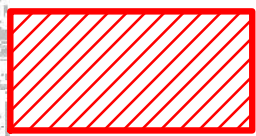
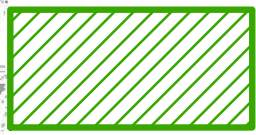




Land Ownership



Legend

Ownership

-  City of London
-  LB Croydon
-  Riddlesdown SSSI
-  Farthing Downs & Happy Valley SSSI

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Committee(s):	Date(s):
Open Spaces and City Gardens	10 December 2018
Subject: Health & Safety in the Open Spaces Department	Public
Report of: Director of Open Spaces	For Information
<p style="text-align: center;">Summary</p> <p>There was a decrease in the number of reported accidents in the Open Spaces Department in 2017, largely due to a significant decrease in the number of employee accidents. Overall there was good incident reporting and investigation. Most incidents were minor in nature but eight of the more serious accidents were reportable to the Health & Safety Executive.</p> <p>Officers continue to seek to reduce accidents through a variety of measures including collaborative working and an annual H&S audit.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• Note this report	

Main Report

Background

1. Health and Safety (H&S) in the Open Spaces Department is managed through the Open Spaces H&S Improvement Group which is chaired by the Director and is attended by senior representatives of all the Divisions. Risk Management of H&S is a key focus for this group and is monitored through an annual audit as well as scrutiny of accident and incident records.
2. In accordance with Health & Safety legislation, all accidents, incidents and near misses in the workplace must be recorded and investigations carried out where necessary.

Accidents and Incidents

3. There were 119 accidents and incidents recorded in the calendar year 2017 of which 57 resulted in injury. The graph at Figure 1 shows this in relation to the three previous years. There was an overall fall in accidents resulting in injury from 61 in 2016 to 57 in 2017.
4. There continues to be good reporting of incidents which did not result in injuries and this points to a positive, open culture around H&S and the reporting of near misses and less serious incidents.

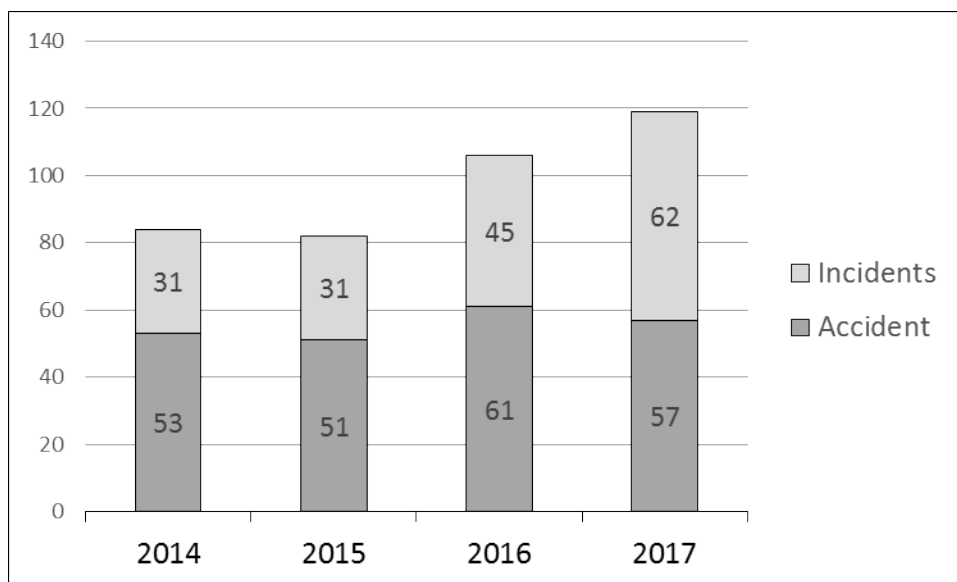


Figure 1 Accidents (resulting in injuries) and Incidents (no personal injury).

5. This decrease in the number of accidents resulting in injuries between 2016 and 2017 occurs significantly among employees rather than other groups (Figure 2) with a fall from 43 accidents in 2016 to 34 staff accidents in 2017. The number of accidents to members of the public is remarkably stable over the last three years at 15 per year. There appears to have been an increase in accidents to contractors working on our sites in 2017. However, this may reflect the better reporting noted generally, as these were all minor injuries.

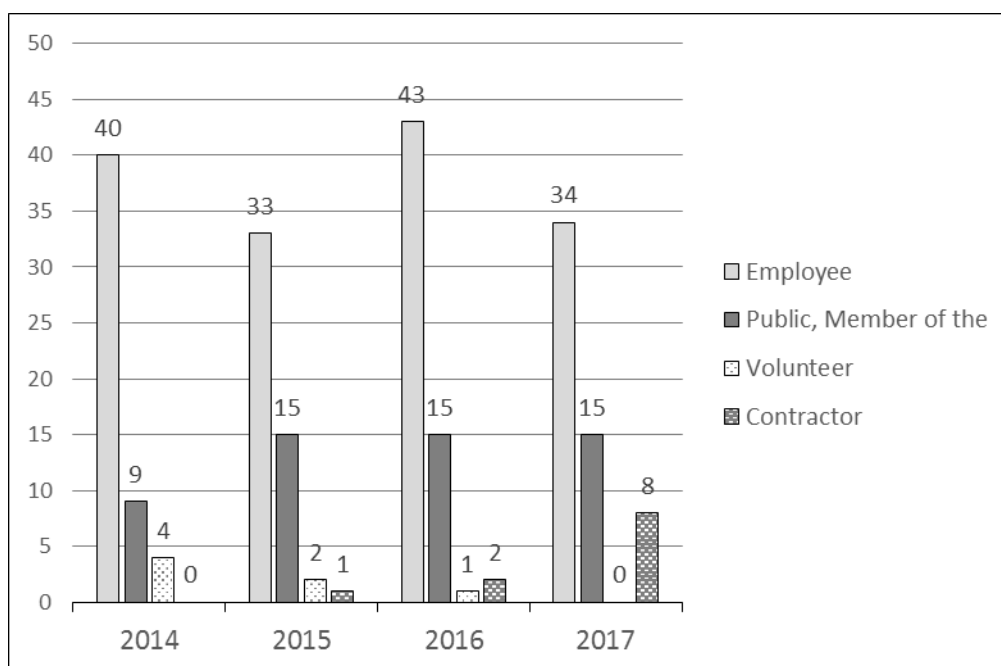


Figure 2 Accidents (resulting in injuries) to Employees, Volunteers, Contractors and Members of the Public.

6. The fall in employee accidents is notable as it occurs despite staff numbers in the department increasing by 87 full-time equivalent employees during 2017, largely due to the addition of Tower Bridge, the Monument and Keats House. The significant fall in the rate of employee accidents is more obvious when expressed as the number of employee accidents per hundred employees (Figure 3) to show the trend between one year and the next.

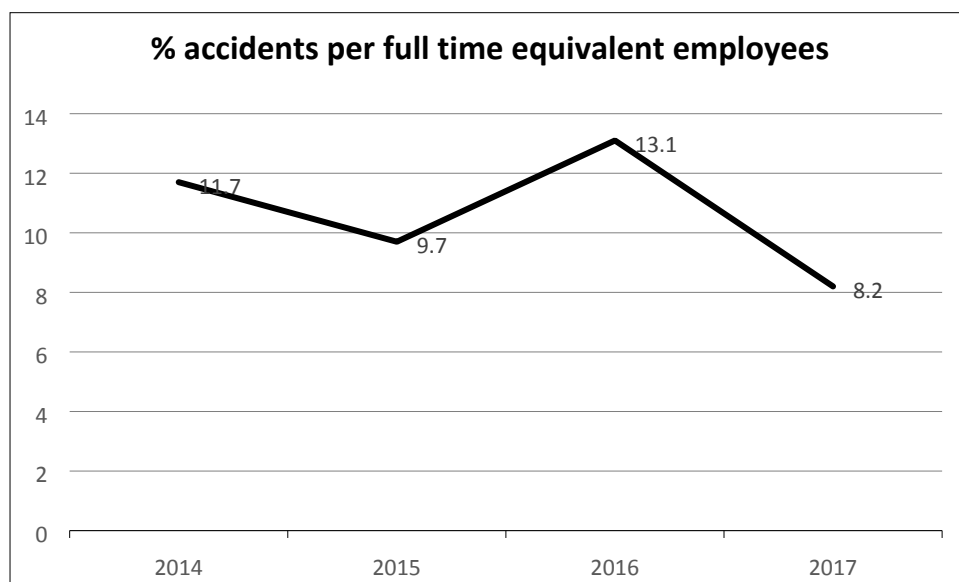


Figure 3 Employee accidents per 100 full time equivalent employees by year.

Severity of accidents (see Tables 1 and 2 of Appendix 1)

7. Most accidents in 2017 involved minor injuries, 47 in total. However, eight were reportable to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).
8. Four staff injuries were reportable under RIDDOR as they necessitated taking more than 7 days off normal work activities:
- a broken finger;
 - a fall resulting in injury to the left shoulder with ligament damage;
 - a severe cut to a hand when lifting a stump;
 - a musculo-skeletal injury to the lower back.
9. One staff injury was reportable under RIDDOR due to a specified/major injury. This involved the member of staff suffering a broken ankle when they walked across an area of rough grass.
10. Five accidents involved members of the public being taken directly from site to a hospital for further treatment of which three were reportable under RIDDOR:
- a suspected broken ankle when a person came off the edge of a path;
 - cuts due to a trip and fall;
 - a fishing hook embedded in a swimmer's hand, which needed surgical removal.

Types of Accidents and Incidents

11. The types of minor accidents vary greatly and the numbers in any one category are low. Table 3 (in Appendix 1) broadly summarises the types of accidents/injuries which occur repeatedly in 2017. The highest frequency were accidents involving slips, trips and falls. Manual handling issues were responsible for many of the minor accidents and this is reflected in the numbers involving either crush or musculo-skeletal injuries.
12. Recording and understanding incidents where injury did not occur is an important part of accident reduction. Incidents which do not result in injury are investigated along with those which do, to determine if there were lessons to be learnt from the event and information to be shared across the department.
13. These incidents (Table 4 in Appendix 1) include outcomes where there was damage to property, near misses and other incidents such as verbal abuse. There were 29 near miss incidents in 2017, the same as in 2016. The number of verbal abuse incidents reported was up from 5 in 2016 to 13 in 2017. The increase in damage to property incidents, from 7 in 2016 to 12 in 2017, is probably due to better reporting of minor vehicle collisions such as damaged wing mirrors.

Accident Investigation Performance Indicator (PI)

14. This PI is based on investigation of accidents within 14 days. For the calendar year 2017 this worked out as 64% compliance, up from 60% in 2016. Although investigations were generally carried out to a high standard, and almost all accident investigations were eventually completed, the promptness of completing investigations fell below the target of 80% of accidents to be investigated within 14 days. Whilst this is lower than the performance in other departments, it is recognised that the accidents in Open Spaces can often be more complex in nature and other factors like shift patterns can influence the response performance for this indicator. In recognition of this, completion of accident reports within 28 days is also to be recorded as a corporate wide performance indicator for subsequent years.

Preventative action

15. There are procedures in place to reduce risk and avoid chronic issues, such as hand arm vibration and noise related conditions. Driver assessment and training are being carried out in line with driver management guidance and the corporate driving policy. Officers in Open Spaces work routinely with colleagues in other departments to provide a safe working environment and safe working procedures, such as H&S teams in the Town Clerk's and Surveyors departments, including Occupation Health, the Fire Officer and other specialist advisors.
16. The CityWell initiative launched in April 2016 continues to promote wellbeing among staff by targeting mental health, physical activity and social wellbeing. There is evidence of a link between poor mental health and higher rates of accidents in the workplace and prolonged absence following an accident may also hide underlying poor mental wellbeing. The initiative has provided practical support such as an Employee Guide to Mental Health, activities such

as organised walks and mobile self-service health assessment kiosks which visited various City of London sites including Epping Forest, West Ham Park, Hampstead Heath and other sites.

17. Although staff are routinely trained and instructed in manual handling, we are developing a programme to focus on prevention of musculo-skeletal injuries in the department which would involve staff developing a culture of awareness and doing warm-up exercises. This programme is supported by the H&S advisory team in the Town Clerks department.
18. The annual audit of H&S procedures and practices across the department provides assurance and an opportunity to share good safety practice and expertise. Self-assessments are carried out in each division and these are validated by peer visits between all divisions on a two-year cycle. A summary of the results of the audit is submitted by the Director in consultation with the unions, to the Town Clerk each year to provide an Annual Certificate of Assurance (ACA). A copy of the 2017 audit summary is attached as Appendix 2. The successful submission of the ACA is a corporate performance indicator.
19. Additional Open Spaces H&S policy and guidance documents were developed during the year for topics including:
 - Water Safety;
 - Volunteering;
 - The Construction Design and Management (CDM) Regulations;
 - Vibration Control.

Corporate & Strategic Implications

20. Managing Risk and reducing our accident rates is driven by three of our departmental values of 'Quality', 'Inclusion' and 'People' as expressed in the Open Spaces Business Plan. Accident reduction is a key part of the Open Spaces H&S Plan as part of the Corporate H&S Policy.

Conclusion

21. 2017 saw a significant overall decrease in accident numbers in the Open Spaces Department, relative to the (standardised) head count. There is an increase in the reporting of incidents including incidents of minor damage to property and near misses. The majority of accidents across all groups resulted in minor injuries however, eight incidents warranted reporting to the Health & Safety Executive under RIDDOR. Accidents and incidents where no injury has occurred are investigated and the lessons learned are shared across the department.

Appendices

- Appendix 1 – Tables 1 to 4
- Appendix 2 – 2017 Open Spaces H&S Annual Certificate of Assurance Summary

Patrick Hegarty

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Appendix 1 – Tables 1 to 4

Table 1 Severity of accidents by group

	Employee	Public	Volunteer	Contractor	2017
Fatality	0	0	0	0	0
MOP Going to Hospital	0	5	0	0	5
Specified / Major Injury	1	0	0	0	1
Over 7 Day Injury	4	0	0	0	4
Minor Injury	29	10	0	8	47
Total	34	15	0	8	57

MOP = Member of the Public

Table 2 RIDDOR reportable accidents/occurrences

Accidents/Occurrences	2015	2016	2017
Dangerous Occurrence	1	0	0
Over 7 days off normal duties	4	3	4
Member of the Public going to hospital (following an accident related to CoL activities)	2	1	3
Disease (related to work activities)	1	0	0
Specified fracture	0	3	1
Fatality	1	0	0
Total	9	7	8

Table 3 Types of accidents resulting in minor injuries

	Occurrence
Accident type	2017
Slips, trips, falls	10
Crush or trapped finger/hand/foot	9
Hit by	8
Cuts, punctures	8
Musculo-skeletal injury	7
Dog bite	3
Assault	1
Dust in eye	1

Table 4 Incidents where no injury has occurred

Incidents	2014	2015	2016	2017
Damage to property	8	16	7	12
Near Miss	9	11	29	29
Verbal Abuse	12	4	5	13
Other incidents	2	0	4	8
Total	31	31	45	62

	Health and Safety	Date:- 11/1/18
	Annual Certificate of Assurance	
	Department :- OPEN SPACES	

I am aware that I need to monitor performance with regard to Health and Safety. This certificate is given in order to confirm this action and to report significant findings in respect of best practice and exception, and is produced to assist the Department and the City as a whole in their goal of constant improvement.

Signed.
Chief Officer/Director: Colin Buttery

I can confirm that there has been regular opportunity for consultation and active involvement with the trades unions and employee representatives in connection with health and safety matters.

Signed
On behalf of GMB/Unite:

Committee in place and meetings held.		Dates: 14 March 2017 20 June 2017 12 Sept 2017 7 Dec 2017
Policy document.	Reviewed by: OS H&S Improvement Group	Date: 20 June 2017
Top “x” report	Monitored by: OS H&S Improvement Group OS divisions	Dates: 7 Dec 2017 quarterly
Inspection Programme	Monitored by: OS H&S Improvement Group	
Assurance Team.	Programme managed by: Patrick Hegarty	Assurance Team Members: Declan Gallagher (NLOS) Jake Tibbetts (CG) Nick Clayden (EF) Jo Hurst (EF) Stella Fox (WHP) David Kemp (Cem&Crem) Lucy Anne Murphy (WHP) Patrick Hegarty (CG) Alex Piddington Bishop (CG) Murdo MacMillan (NLOS) Allan Cameron (Commons)
Findings and Action Plan		
Findings: Comprehensive self-assessments were done by all divisions and verification visits carried out at North London Open Spaces, Epping Forest and City Gardens divisions. (OS divisions are verified over a two-year cycle and the other divisions were verified last year).		

	Health and Safety	Date:- 11/1/18
	Annual Certificate of Assurance	
	Department :- OPEN SPACES	

Action (including responsible person, target dates, references etc.):

Tower Bridge has recently joined the OS department as a new division and will be incorporated in the process for next year's audit. Similarly, Keats House is in the process of being integrated into the management of H&S at Hampstead Heath. Divisional action plans have been produced for H&S improvements in each division in 2018. A summary report on the audit will be presented to the Open Spaces & City Gardens Committee as in previous years.

Findings:

We continue to find that overall no major issues were evident through the audit and many good systems are in place. However, whilst it was again noted that many of the issues that were evident are of a lesser or 'housekeeping' nature, records indicate that we still have about 12% of accidents and near misses occurring throughout the year due to defective equipment, installation or maintenance.

Action (including responsible person, target dates, references etc.):

An ongoing commitment is required of all managers and staff to keep on top of housekeeping issues including keeping work areas tidy, site inspections and ensuring equipment is correctly installed and maintained. This ongoing commitment includes ensuring systems are maintained and monitored such as first aid provision, fire checks, relevant notices in place, site and vehicle security maintained, etc.

Findings:

Loss of key H&S staff in Epping Forest (EF) and recruitment of replacements during the year had an impact on progress on H&S actions there and a thorough review is now underway by the new H&S and Asset Manager at EF.

Action (including responsible person, target dates, references etc.):

Normally progress in H&S at EF would have been re-validated in 2019 but given the change-over and concerns raised with the lack of continuity, EF will be included in the 2018 validation programme. To compensate for this West Han Park will be skipped for a year and be validated again in 2019 as an amalgamated part of the Parks & Gardens division.

Findings:

The departmental H&S Improvement Group (H&SIG) continues to be an effective focus of H&S progress. It meets quarterly, is chaired by the Director and is well attended by all divisions and supported by central H&S colleagues in TC and CS. The work of the H&SIG includes sharing information, monitoring accident trends and other indicators and it organises the H&S Audit (through a Sub-group) and develops guidance through the OS H&S Plan. New policy/guidance sections were developed for the Plan, covering Volunteering, CDM regulations, Vibration and Water Safety, all focused on the operation of the OS Department. A position statement on the safe use of the herbicide glyphosate was also produced. Other H&S meetings were also well supported at all levels (corporately, departmentally and divisionally) in support of the HS&W Policy.

Actions:

Continue to support good communication of HS&W in 2018. The OS H&S Sub-group to carry out two further topic reviews in 2018 to provide appropriate guidance to OS staff.

	Health and Safety	Date:- 11/1/18
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Findings:

Risk assessments are in place across the department, many are based on generic RAs produced by our H&S Sub-group. These are adapted to meet local needs at a divisional level. The generic RAs provide guidance to assist officers with a more efficient and consistent approach to assessing risk and putting safe systems of work in place across the department.

Action (including responsible person, target dates, references etc.):

Reinvigorate the Sub-group and continue to develop risk assessments, particularly focusing on COSHH for 2018 through the H&S Sub Group.

Findings:

Very good ongoing central support from the HS&W and OH sections of the TC Department and the CS Department was noted across the OS Department in the form of attendance at H&S meeting in the department and follow up of individual issues. This support was particularly evident when the HSE made an information finding visit to look at the CoL OS's management and control of staff exposure to vibration in 2017. Evidence of the OS Vibration Policy, its implementation and OH monitoring, was presented, to the satisfaction of the HSE. Wellbeing support for staff was also noted with regard to the sad cases of colleagues who died in service.

Action (including responsible person, target dates, references etc.):

Continue the close working with the CoL central support teams, particularly regarding fire safety actions arising from FRAs.

Findings:

Across the department driver training and procedures, including licence checks, are in place in line with the Corporate Transport Policy and compliance levels are high.

Action (including responsible person, target dates, references etc.):

Maintain the focus on compliance with the Corporate Transport Policy and ensure new starters are followed up. Monitor the trial of ROSPA on-line driver training versus the City's driver training assessment as a cost-effective option.

Findings:

Local management and supervision of staff, equipment and facilities was generally of a high quality with clear roles, responsibilities and procedures established. However, in some sections there were isolated examples where improvements were identified, particularly in non-public areas and action plans have been put in place to address the issues identified.

Action (including responsible person, target dates, references etc.):

Maintain the improvements as an integral aspect of site management.

Findings:

Excellent reporting and investigation of accidents and incidents is being undertaken across the department although the performance indicator of 14 days to finalise investigations of accidents is not always met. In 2017 64% of investigations were completed within 14 days, a performance which reflects the shift working patterns and the complexity of the investigation within the department.

Action (including responsible person, target dates, references etc.):

A 28 day performance indicator is being introduced in addition to the 14 day indicator to give

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	Annual Certificate of Assurance		
	Department :- OPEN SPACES		11/1/18

a more useful target for completion of investigations.

Committee:	Date:
Epping Forest and City Commons - For Information	19 November 2018
Hampstead Heath, Highgate - For Information	28 November 2018
Wood and Queens Park	
Open Spaces and City Gardens - For Information	10 December 2018
West Ham Park - For Information	10 December 2018
Subject: Departmental Business Plan 2018/19 – Six month performance update	Public
Report of: Colin Buttery – Director, Open Spaces	
Report author: Gerry Kiefer, Open Spaces	

Summary

This report provides Members with an update on progress and performance against the 2018/19 Business Plan by the services which report to the various Open Spaces Committees.

The update highlights progress against programmes and projects, six monthly performance indicator data and includes achievements under the Business Plan's three main objectives.

Recommendation

Members are asked to:

- Note the progress made against the 2018/19 Business Plan objectives, projects and performance indicators.

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2018/19 (Appendix 1) in April 2018.
2. The Department's Vision is: *we enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*
3. The Business Plan identified three main objectives under which sit twelve outcomes which are set out on page one of the Business Plan.
4. The key programmes and projects listed on page 2 of the Business Plan will help the Department achieve these objectives and outcomes.

Current Position

Objectives and Outcomes

5. A number of notable achievements have already been made under the three objectives:

A. Open Spaces and Historic Sites are Thriving and Accessible.

- Epping Forest and The Commons are progressing Special Area of Conservation (SAC) Mitigation strategies with their neighbouring local planning authorities
- Successful multi-agency working limited the impact of the grass and heathland fires across the sites, but particularly at Wanstead Flats
- Significant work was undertaken by contractors to mitigate against the impact of Oak Processionary Moth (OPM). It is anticipated that this will be an ongoing issue for the Department.
- Sherriff Redcliffe opened West Ham Parks extended wildlife garden during the Committee visit to site in June.
- Surveys continue to record rare species on Burnham Beeches and Stoke Common, including a new fungus species for the county, 3 new red data book (RDB) lichens and 4 species new to the county. A new species of damselfly, the Willow emerald damselfly, has been recorded mating and egg laying on the Heath for the first time this year.
- 2018 ZSL survey reveals Hampstead Heath as a very important London site for hedgehogs.
- West Ham Park awarded Mayor of London's 'Greener City Fund'. The £15k Community tree planting grant will contribute towards South Meadow improvement project.

B. Spaces Enrich People's Lives.

- The summer's good weather meant that customer demand for swimming at the Parliament Hill Fields Lido and Heath Bathing Ponds increased significantly.
- Sixteen funding applications received from voluntary and registered charities to support projects linked to "Enjoying Green Spaces and the Natural Environment". Award recommendations will be proposed to OSGC Chairman and Deputy in December.
- 27,228 people have engaged with the Learning Programme between April and September.
- Facilitated visit programmes by the Learning Team engaged 32 diverse community groups who do not usually visit green spaces.
- Epping Forest contributed to the successful bid by Waltham Forest as the first ever London Borough of Culture. Several arts events in the Forest have been announced
- A wide programme of visitor service events and exhibitions have been held across all the sites increasing awareness of nature and the sites history including an exhibition celebrating 130 years of Golf in Epping Forest and 140 years of the Epping Forest Act
- The Kenley Revival Project engaged with 6,256 people during this period.

- 1,864 hours of volunteering were recorded at the Kenley Revival project including the community archaeology strand of the project, where participants uncovered a machine gun pit and other WWII features.

C. Business Practices are Responsible and Sustainable.

- The City of London Corporation hosted the National Parks City conference in July.
- Across the Department there are 23 apprentices undertaking a wide variety of roles.
- Countryside Stewardship Grant applications have been submitted for Stoke Common and Burnham Beeches.
- Funding has been awarded from the Chamberlains 'Priorities Investment Pot' for Open Spaces projects and initiatives.
- A review of the waste and recycling operations is underway across the Department.
- The learning team delivered a successful talent and skill building programme for 54 young people, including 16 work experience placements looking to explore careers in the environmental and green spaces sector.
- Epping Forest adopted a new Play Policy to prevent unsuitable development
- 197 responses were received to the Open Spaces staff survey which gave staff a chance to anonymously share their views on working in the Open Spaces Department. Recommendations are being implemented.
- Three inter-divisional project days have been held which encourage and enable networking and joint working across the Department. The projects included: a dead hedge project at West Ham Park, a time team event at Kenley Common and wildlife area restoration at the Cemetery and Crematorium.

Programmes and Projects

6. The Business Plan identified 15 grouped programmes and projects which would help the Department to deliver its three main objectives. Good progress has been made including:
 - An initial bid was submitted in August 2018 to the Heritage Lottery Fund for project development funding for Bunhill Fields.
 - Public consultation on playground options at West Ham Park engaged with over 400 people, comments and feedback have been incorporated into the detail design.
 - Significant design development on Finsbury Circus reinstatement project.
 - Commencement of lodge letting on Epping Forest.
 - Departmental and Divisional events policies adopted by Committees.
 - Stoke Commons Management Plan and the Hampstead Heath Management Strategy are very close to completion and adoption.
7. Detailed progress against each programme / project is detailed in Appendix 2.

Performance Indicators

8. The Business Plan report identified a number of performance indicators. Many of these are collated annually, but those where data is available at 6 months is attached as appendix 3. Some notable points include:

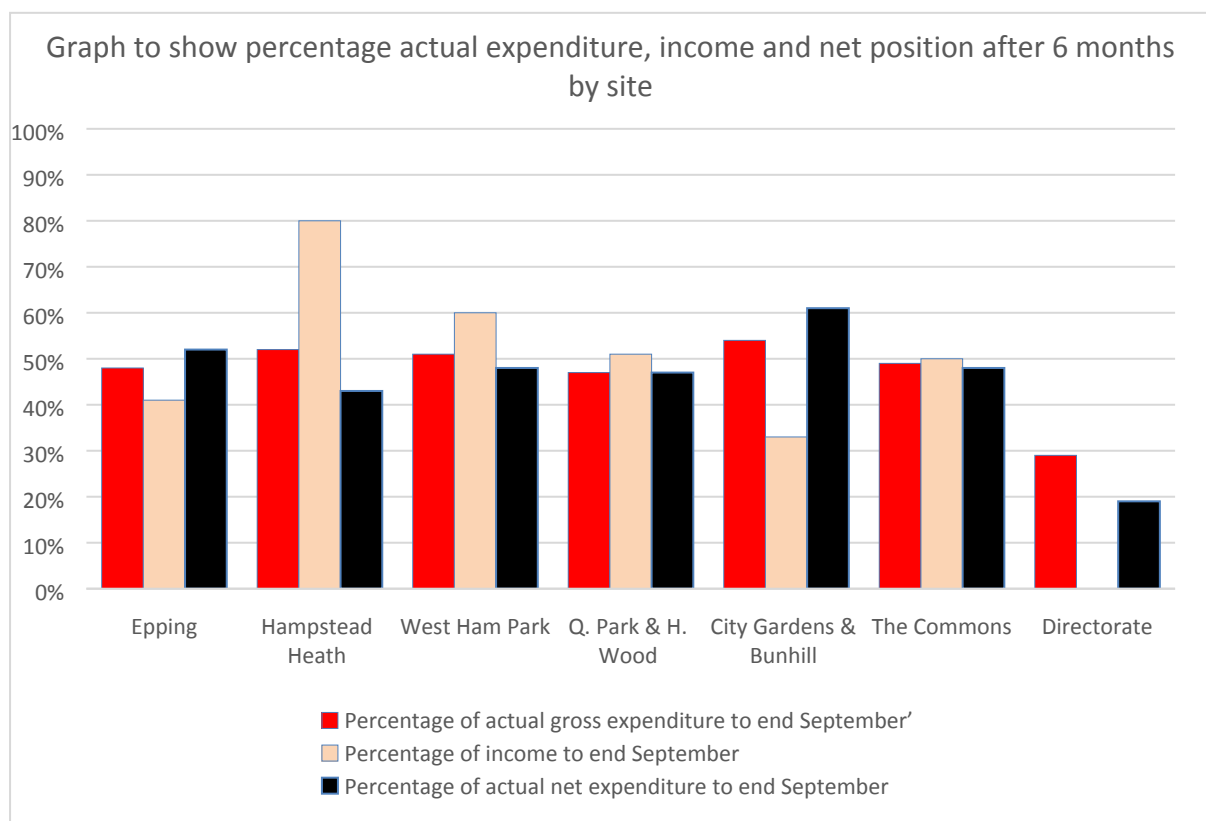
- Retained 15 Green Flag and 13 Green Heritage Awards
- the number of rounds of golf at Chingford in the first 6 months of this year, is 22% higher than the previous year.
- the hot summer has impacted on tennis participation levels with tennis numbers down across all sites. Numbers are 18% lower than last year and represents only 60% of this year's annual target.
- 79% of staff who responded to the Staff Survey would recommend working for the Open Spaces Department

Implications

Financial Performance

9. Six months into the financial year and across the Divisions that report to the Open Spaces Committees, the full year outturn position is estimated to be broadly on budget.

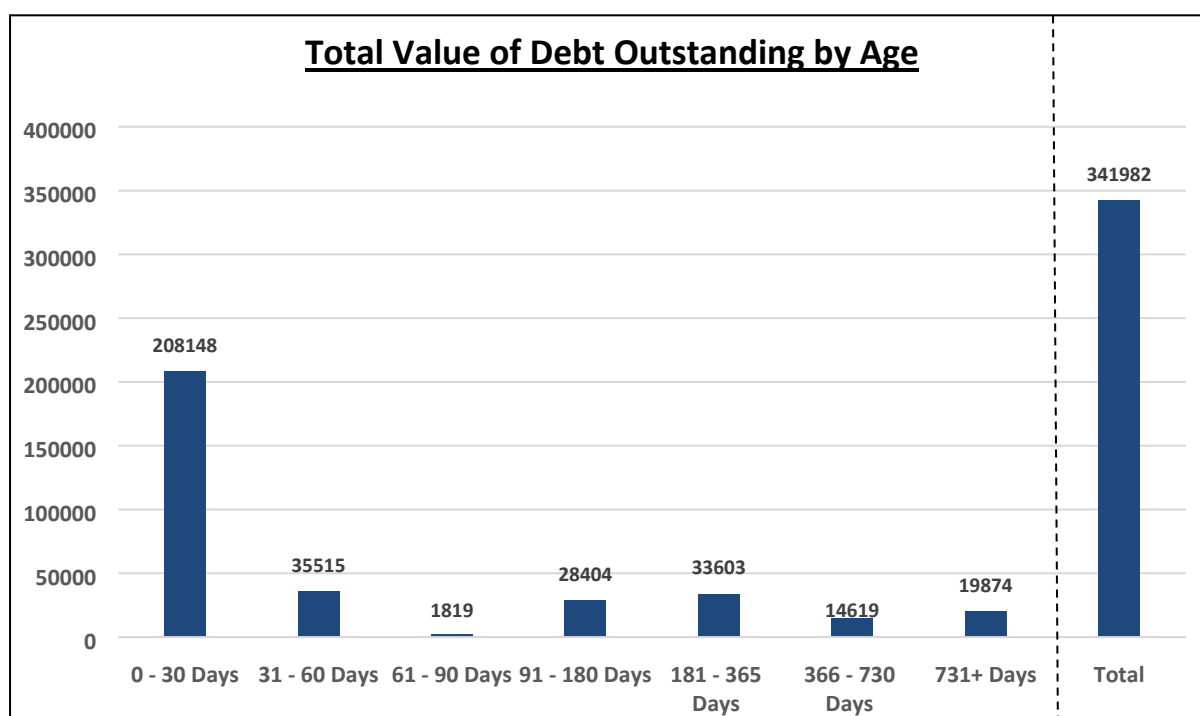
10. The graph below shows the percentage actual expenditure, income and net expenditure to end September.



11. It should be noted though that some expenditure and income is not spent/received in equal proportions across the year
12. Hampstead Heath is showing 80% income for the year. This is comparable with last year and recognises the seasonality of the income from activities such as sports fees and charges, events, filming and car park charges. Other sites where summer sports fees and charges make up a significant proportion of the income will also show greater than 50% of income achieved.
13. The 61% net expenditure for City Gardens is comparable to last year and recognises that a fair proportion of their income is from S106 contributions and rechargeable works which are applied towards the end of the financial year.

Outstanding Debt

14. The Department's debt is managed in accordance with corporate guidelines and are within acceptable parameters. The majority of the value for the 731+ days debt is for payment of wayleaves and easements. Officers will continue to actively manage outstanding payments with the Chamberlains Department and the debt recovery team.



Corporate & Strategic Implications

Open Space Charities

15. Many of the Open Spaces sites are registered charities. Officers have been asked to remind Members that decisions they take in relation to the relevant charity must be taken in the best interests of the charity. The Open Spaces charities to which this Business Plan relates are listed in appendix 4.

The Corporate Plan

16. The Open Spaces Department actively contributes to the following Corporate Plan 2018-23 aims and outcomes:

Contribute to a flourishing society

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

Shape outstanding environments

- We inspire enterprise, excellence, creativity and collaboration
- We have clean air, land and water and a thriving and sustainable natural environment.
- Our spaces are secure, resilient and well-maintained

Conclusion

17. The Open Spaces Department has progressed well in delivering its Business Plan. Its activities are helping to achieve the Department's three main objectives and Corporate Plan aims. The Department's programmes and projects are progressing well.

Appendices

- Appendix 1 - High-level Business Plan 2018-19
- Appendix 2 - Progress against the Business Plan Programmes and Projects
- Appendix 3 - Performance Measures
- Appendix 4 - Open Spaces Registered Charities

Background Reports

Final Departmental Business Plan 2018/19 – Open Spaces, April and May 2018.

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We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond

The main [Corporate Plan](#) aims and outcomes we aim to impact on are:

Contribute to a flourishing society

2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need

Shape outstanding environments

10. We inspire enterprise, excellence, creativity and collaboration
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained

What we do is: Protect, enhance and provide access to open space; preserve heritage; provide engaging visitor opportunities, conserve and enhance biodiversity; share history; enable community engagement and learning; provide respectful commemoration and disposal of the dead

	Our total 2018-19 budget is (Local and central risk, recharges and surveyors local risk):		
	(Expenditure) (£000)	Income (£000)	Net cost (£000)
City of London Cemetery & Crematorium	(5,492)	4,821	(671)
City Gardens & Bunhill Fields	(2,313)	429	(1,884)
Directorate & Learning Programme	(1,594)	1,353	(241)
The Commons (Burnham Beeches, Stoke Common and City Commons)	(3,340)	324	(3,016)
Epping Forest	(7,808)	1,678	(6,130)
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	(12,558)	3,703	(8,855)
West Ham Park	(1,930)	316	(1,614)
Monument	(634)	669	35
Tower Bridge	(7,849)	6,261	(1,588)
Total	(43,518)	19,544	(23,964)

Our three top line objectives and twelve outcomes are:

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

1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (10)
2. London has clean air and mitigates flood risk and climate change (1, 11, 12)
3. Our spaces are accessible, inclusive and safe (1, 2, 12)
4. Our habitats are flourishing, biodiverse and resilient to change (10, 11, 12)

B. Spaces enrich people's lives.

5. People enjoy good health and wellbeing (2, 3, 4)
6. Nature, heritage and place are valued and understood (2, 3, 4)
7. People feel welcome and included (3, 4, 10)
8. People discover, learn and develop (3)

C. Business practices are responsible and sustainable.

9. Our practices are financially, socially and environmentally sustainable (5, 11)
10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (7, 9, 11)
11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
12. Everyone has the relevant skills to reach their full potential (8)

What we'll measure:

- Ecological condition
- Visitor experience
- Green Flags and Green Heritage
- Knowledge of learning participants
- Intention of participants to visit again or recommend to friends
- Volunteering participation and experience
- Number of customers / visits / satisfaction across our services
- Condition of heritage assets

The numbers show how our outcomes and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

Departmental programmes and projects

- a) Progress a number of capital improvement projects at the central heritage sites including; Keats House and Gardens, the launch of a fully accessible education facility at Tower Bridge, review the potential for a secure exit facility at the Bridge's South Tower and progress a standalone Visitor Centre for the Monument (3, 4, 10).
- b) Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming (3, 4, 7, 9)
- c) Develop and agree a sustainable model for delivering Learning (3, 4, 10)
- d) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act (1, 3, 10, 12)
- e) Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common (10, 1)
- f) Develop engineering studies for six Raised Reservoirs at Epping Forest (1, 11, 12)
- g) Develop sustainable football improvements at Wanstead Flats (2, 9)
- h) Progress the replacement of ageing cremators with new at the Cemetery and Crematorium (11)
- i) Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site (2, 4, 10,12)
- j) Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans; (2, 4, 10,12)
- k) Secure funding to create new accessible public spaces within the City's churchyards (2, 4, 10, 12)
- l) Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports. (2, 4, 5, 11)
- m) Obtain agreement and implement the overarching Departmental and site specific 'events' policies (2, 4, 5,10, 12)
- n) Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park (11, 12)

What we'll measure:

- Customer service standards
- Accreditations
- Staff satisfaction
- H&S accident investigations
- Sickness absence
- Utility consumption
- Electricity generation
- Website visits and social media engagement
- Project management and delivery
- Income
- Net budget position

Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs
- Provide support for the initial 24 apprenticeships within the department and seek to expand the programme using the levy funding
- Support the development of asset management plans and master plans for each site

How we plan to develop our capabilities this year

- Continue to deliver initiatives arising from the Culture Board Programme; increasing cross division working
- Make more effective use of IT and technology and adopt 'smarter' ways of working.
- Finalise and refine our outcomes framework to better understand and demonstrate our value to our customers
- Use GIS to support management of sites and enhance visitor information
- Develop and implement a Charitable Trusts fundraising strategy
- Enhance customer service through use of CRM

What we're planning to do in the future:

- Improve our workforce planning and ensure our workforce is reflective of the communities we serve
- Develop the cultural profile of the Department's heritage attractions
- Complete the process of land registration
- Develop on-line retail and bookings and increase opportunities for a cash-free environment

The numbers show how our objectives and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

Appendix 2 - Progress against the Business Plan Programmes and Projects

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming	<ul style="list-style-type: none"> Epping Forest played an important role in the winning award for Waltham Forest as London Borough of Culture. New book of walks and map published for Epping Forest Family facilities added in a revamp of The View Epping Forest visitor centre. Epping Forest & Tower Bridge secure VAQAS Blue Tourist Badge Awards. 	Green
Develop and agree a sustainable model for delivering the Learning Programme.	<ul style="list-style-type: none"> A report requesting an increase in the Open Spaces baseline budget to provide a 'core learning offer' was supported by the Open Spaces Committees and Education Board but turned down by RASC. Officers were advised to resubmit their request as part of 2019/20 Medium Term Financial Planning report in January 	Red
Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act	<ul style="list-style-type: none"> Epping Forest - Forest lodges are being prepared for letting; a longer tenancy is being offered to secure external grant funding and utility providers are now paying works access charges. Highgate Wood and Burnham Beeches - café tenders are proposed to be longer in duration as permitted under the new Act. 	Green
Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common	<ul style="list-style-type: none"> Wanstead Park - In addition to a Steering group for landowners a Project Board has been established to coordinate the joint Heritage and Reservoir Safety project Kenley Common - Completion of the project is delayed by 6 months to allow time to resolve construction issues that occurred in 2018. Priorities Investment Pot has funded a part time 'Kenley Project Legacy officer' for 21 months commencing January 2019. Bunhill Fields - Round 1 bid to HLF submitted in partnership with London Borough Islington in August 2018 for project development grant with a confirmed £250K of S106 match fund from Islington. 	Amber
Develop engineering studies for six Raised Reservoirs at Epping Forest	<ul style="list-style-type: none"> Supervising Engineer has requested an engineering study of the Wanstead Park cascade (4 lakes) with a funding proposal to be considered in December. DBE struggling with resource capacity to progress the evaluations for Baldwins & Birch Hall park ponds. 	Amber
Develop sustainable football improvements at Wanstead Flats	<ul style="list-style-type: none"> A new team structure at Wanstead Flats is addressing pitch management and 'playing without paying' more effectively. 	Green

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
	<ul style="list-style-type: none"> The Football Foundation have awarded a grant of £34,719 (58.45%) for the feasibility study in to the construction of artificial grass pitches on Wanstead Flats. 	
Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site	<ul style="list-style-type: none"> Asset Management Framework – Epping Forest is piloting Asset outturn reporting with CSD. Commercial Wayleaves – trial negotiations have been successful and Committee approval is being sought for wider implementation. Finsbury Circus – Working with City Surveyors to produce a holistic design for the garden including landscape reinstatement post Crossrail and café pavilion with a view to achieving financial sustainability for the maintenance of the gardens. West Ham Park Nursery – Designs for the future of the site developed to RIBA stage 2 in consultation with the Options Review Group. Presentation made to the Housing Delivery Programme Working Group. A report on the next Gateway will be made in December 2018. 	Amber
Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans;	<ul style="list-style-type: none"> West Ham Park playground – Consultation completed. Gateway 3/4 report to Committees in December 2018 Wanstead Park Playground – Committee have approved ‘in principle’ plans to support fundraising initiatives. Grazing expansion - continues with new areas grazed across The Commons including Ashted and Kenley Commons 	Green
Secure funding to create new accessible public spaces within the City’s churchyards	<ul style="list-style-type: none"> Diocese of London to make an application for funding to the CIL neighbourhood pot spring summer 2019. 	Amber
Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports	<ul style="list-style-type: none"> Fleet Board – has overseen the introduction of Local Fleet and Plant Management Plans and associated health and safety documentation. The Corporate Fleet Board is currently taking the lead as the City considers how best to reshape its fleet to meet the Ultra-Low Emission Zone challenge and policy decision not to purchase diesel vehicles. Energy Board –currently scoping three further Photovoltaic installations (Parliament Hill Fields Lido, Merlewood Estate Office and Kenwood Nursery Yard). Bids will be submitted to the Energy Efficiency Fund to deliver these projects in 2019. Sports Board – This Board was closed but individual projects will continue including standardisation of the sports grounds maintenance specifications and licencing sports events under 500 participants. 	Green

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
Obtain agreement and implement the overarching Departmental and site specific 'events' policies	<ul style="list-style-type: none"> • Departmental Events Policy (Part One) agreed by OSCG Committee on 18 April 2018. • Site Specific Events Policies (Part Two) agreed by Service Committees: <ul style="list-style-type: none"> ○ Epping Forest on 14 May 2018 ○ Hampstead Heath including Golders Hill Park and the Heath Extension on 5 September 2018 	Green
Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park	<ul style="list-style-type: none"> • Epping Forest – final draft for consideration by the Management Plan sub-Committee. • Stoke Common – being presented to Committee on 18 November for adoption • Hampstead Heath - being presented to Committee on 28 November for approval 	Amber

Appendix 3 - Performance indicators

PERFORMANCE INDICATORS		2018/19 Performance Target	2018/19 update to 30 Sept 2018
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	15 Green Flag Awards
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	13 Green Heritage Awards	13 Green Heritage Awards
PI 20	Increase the number of 'visitors' to the Open spaces webpages.	2017/18 performance plus 10% = 843,784	620,463
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	3.2 days FTE Working Days Lost per FTE	1.68
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	2.30 days FTE Working Days Lost per FTE	1.91
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	95%	This exact question was not asked in the Department staff survey, but a similar question resulted in the following response: <ul style="list-style-type: none"> 79% of staff would recommend working for the Open Spaces Department
PI 16	Increase the amount of tennis played across our sites.	WHP: increase court hours used by 25% on 2017/18 actual = 8,416	4,472 Total
		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual = 7,664 Adult 4,322 - Concession	8,276 Total 5,806 Adult 2,470 Concession
		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual = 1,866 Adult 1,472 - Concession	2,884.5 Total 1,584.5 Adult 1,300 Concession

PERFORMANCE INDICATORS		2018/19 Performance Target	2018/19 update to 30 Sept 2018
		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual = 4,390 Adult 1,010 Concession	3,348 Total 2,766 Adult 582 Concession
PI 18	Increase the number of golf visits at Chingford Golf Course.	Increase 2017/18 performance by 5% = 19,612	13,797
PI 11	Increase the percentage of Learning Programme participants who are surveyed who are more knowledgeable about the natural history of our open spaces. (Learning objectives met)	85% of participants surveyed	100%
PI 13	Increase the percentage of Learning Programme participants who are surveyed who are from Black and Minority Ethnic or under-represented groups	55% of participants surveyed	59%

Appendix 4

Charity	Charity number
Ashtead Common	1051510
Burnham Beeches & Stoke Common	232987
Coulsdon & Other Commons	232989
West Wickham Common & Spring Park	232988
Epping Forest	232990
Hampstead Heath	803392
Highgate Wood & Queen's Park	232986
West Ham Park	206948

Committee:	Date:
Open Spaces & City Gardens	10 Dec 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 July 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 deliver a balanced budget for this financial year. There is increasing pressure on the budgets in future years as a result of budget reductions, a predicted reduction in the availability of Section 106 and Community Infrastructure Levy, against the background of a significant rise in the number of people using our gardens.

Personnel

2. Since July there has been no changes in personnel. There has been a slight rise in sickness absence. We will be introducing daily warm up sessions for all gardeners to try to reduce absence due to muscular skeletal problems.

Operational Activities

3. The exceptionally hot and dry summer proved to be challenging for the City Gardens Team, with much of our time spent watering and collecting litter. Despite this we kept the gardens well managed and were visited by RHS judges for London and Britain in Bloom at the peak of the heatwave, who were very impressed by the quality of our spaces. See paragraphs 21 & 22.
4. The tree work contract that was entered into in 2018 is being terminated due to poor performance. A new term contract that will service City Gardens, West

Ham Park and the Cemetery and Crematorium will be advertised in January and we are in the process of securing interim provision through the procurement process.

5. City Gardens were successful in securing £29,000 in September from the Corporate Transformations Fund. This money will be used to provide all the Gardeners with mobile devices to improve communications and to improve processes that are currently paper based and inefficient.

Pets and Diseases

6. **Box Disease:** With the ongoing issue of Box (*Buxus*) blight which has led to the death of many hedges throughout the City, City Gardens are starting an extensive replacement programme. Due to the significant cost that this is being funded from local risk, the programme will take several years to complete. Yew (*Taxus*) is the most obvious and common choice, however we are exploring alternatives to increase species diversity and increase resistance against plant-specific diseases.
7. **Vine Weevil:** Both the larvae and adult beetles are an increasing problem and have spread across the entire City. We have developed a treatment programme that requires applications at certain times of the year. The aim is to control the problem, rather than eradication, which is not a realistic expectation.

Break-ins at Depot

8. Following the break-ins at the depot that were reported to Committee in July, new CCTV and security bollards have been installed, since which there have been no more attempted break-ins.

Rough Sleeping

9. The rough sleepers at St Botolph without Bishopsgate were served Community Protection Orders by the City of London Police as a result of associated anti-social behaviour issues. They have been prohibited committing any anti-social behaviour in any City garden. We have had no problems with tents within the gardens since.

Project Updates

10. **Barbican Planters:** Open Spaces have been commissioned to install four new bespoke planters on Willoughby Podium. This took place 21st November 2018.
11. **St Alphage's Garden:** Currently under construction, it is anticipated that planting will take place in February 2019, following a major refurbishment of the site.
12. **Monument Street/Lower Thames Street:** An enhancement of the area which has delivered a large raised planter and a new street tree and a water supply. City Gardens are due to fill the planter and carry out planting in December.

13. **Stonecutter Street – Goldman Sachs development:** This project will deliver 13 new street trees, 17 multi-stemmed trees and several large raised planters. Part of this project is on Transport for London land, which City Gardens will implement and maintain for one year, after which time this area will be handed back to the developer. The City will be responsible for ten street trees, five multi-stemmed trees and three large raised planters. The estimated planting date is March 2019.
14. **60-70 St Mary Axe:** The design incorporates three raised planters with multi-stem trees, underplanting and automated irrigation. The installation date is anticipated to be early 2019.
15. **Artizan Street:** The former car park ramp has been transformed in to a sloping garden along with raised planters and screen planting to enhance the streetscape. Irrigation will be included, and the anticipated planting date is spring 2019.
16. **Senator House:** The garden, constructed by the developer's contractor under licence, is nearing completion; snagging works by the developer need to be carried out. The specimen trees are already in place and the City Gardens team will be completing the remainder of the planting in December.
17. **Greening Cheapside:** With an increase in City workers and tourists the three planting beds around the Sugar Building and the St Paul's tube station are causing pedestrian congestion. Funded by the Cheapside BID, a design is being developed by the Public Realm team within the Department of Built Environment. The new scheme will see a reduction in the overall amount of green infrastructure but will increase the height of the planters and include seating and trees. Bedding is likely to be lost in this location although City Gardens are looking at a combined planting scheme (herbaceous and permanent) to try and make the planters as highly visual and pleasing as possible. The anticipated delivery date is March 2019.
18. **Millennium Bridge planters:** Two large planters, installed as part of the Riverside improvements will be planted in the coming months. These will boast multi-stemmed trees and robust underplanting to complement that used outside the City of London School.

Planning

19. A list of planning applications that have been received since the last Committee meeting can be found in Appendix 1.

Community, Volunteering and Events

20. **St Michael Cornhill:** City Gardens are working with Friends of City Gardens, who have applied for funding, to improve the planting within the garden

following an extensive refurbishment to the Vicarage which has had a detrimental effect on the garden.

21. **RHS London in Bloom:** City of London achieved a Gold and overall category winner in the Town Category, and Postman's Park was awarded Gold and overall winner in the Churchyard category.
 22. **RHS Britain in Bloom –** The team achieved a Gold award in the Town category, being the only London entry to achieve that level.
- **Appendix 1** - Planning Application City Gardens Consultations July – November 2018
 - **Appendix 2** – City Gardens update Non-Public items

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Appendix 1

Planning Application Open Spaces Consultations July – November 2018

Application number	Location	Description
17/01050/FULMAJ	Tenter House 45 Moorfields London EC2Y 9AE	Demolition of existing and construction of an 18-storey office building with significant areas of vertical planting incorporated in the façade at various levels, garden spaces on the roof terraces.
18/00451/FULEIA	London Bridge London EC4	Installation to illuminate the bridge in conjunction with the Illuminated River Project.
18/00769/NMA	Senator House 85 Queen Victoria Street London EC4V 4AB	Non-material amendment to planning permission 17/00690/FULL dated 16.01.18 to facilitate changes to the drainage design.
18/00764/PODC	52-54 Lime Street & 21-26 Leadenhall (Prudential House), 27 & 27A Leadenhall Street (Allianz Cornhill House) & 34-35 Leadenhall Street & 4-5 Billiter Street (Winterthur House) London, EC3	Submission of an Open Spaces Specification and Open Spaces Method Statement for a paved area of private land accessible to the public.
18/00951/PODC	Emperor House 35 Vine Street London EC3N 2PX	Public realm specification as part of the S106 proposals around the new building, including street trees and a planted raised bed.
18/00878/FULMAJ	Stonecutter Court 1 Stonecutter	A new building with roof terraces. Laying out of a replacement private open space at ground level with hard and soft landscaping including a green

	Street London EC4A 4TR	wall. Includes the loss of small trees currently in the courtyard and replacement tree planting.
18/00932/MDC	Stone House And Staple Hall Bishopsgate, Devonshire Row London, EC2	Proposed trees and planters in a courtyard with public access.
18/01030/MDC	6-8 Bishopsgate & 150 Leadenhall Street London EC3V 4QT	Details for protection of trees that are to be retained during the demolition, construction and operation of the site.
18/01050/LBC	Festival Gardens, Cannon Street London EC4	Relocation by the City of London, of a stone water trough to the footway, north west of Festival Gardens.
18/00597/FULMAJ	Inner Temple Garden & Car Park Inner Temple London EC4Y 7HL	Amended application including proposed planted screening around pavilion on the Inner Temple lawn and changes to the material of the pavilions to reduce visual impact.
18/01116/FULL	St Paul's Cathedral St Paul's Churchyard London EC4M 8AD	Provision of a metal modular temporary access ramp sitting on the paved area to the west side of the South Transept entrance of St Paul's Cathedral, replacing the current temporary metal modular access ramp to the North Transept.
18/01105/FULL	10 Lower Thames Street London EC3R 6EN	Application for a new cafe/restaurant/bar pavilion on the Riverside Walkway at Dark House Wharf with significant re-landscaping of the adjacent Walkway.
18/01020/FULMAJ	1 - 12 Long Lane London EC1A 9HF	Demolition and new building with garden roof terraces and green walls at upper levels.

Committee(s)	Dated:
Health and Wellbeing Board-For decision Open Spaces City Gardens Committee-For decision	21 September 2018 10 December 2018
Subject: Voluntary smoke-free space in Finsbury Circus	Public
Report of: Andrew Carter, Director of Children and Community Services	For Decision
Report author: Tizzy Keller, Strategy Officer- Health and Children	

Summary

Finsbury Circus has been closed due to Crossrail works and is due to be returned to the City in October 2018. The City Gardens team are currently planning the use and design of the reopened space and considering how it can better cater to the needs of children and families to increase use by this group.

This report seeks to gain Member support for the implementation of a voluntary smoke free space in Finsbury Circus when the full space is reopened to the public. It outlines the benefits of implementing a voluntary smoke-free ban in this area including denormalising smoking, reducing smoking related litter and increasing potential for use of the space for leisure and recreational activity.

Recommendation(s)

Members are asked to:

- Endorse the implementation of another voluntary smoke free green spaces in the City in Finsbury Circus when it reopens.

Main Report

Background

1. In May 2014, the Health and Wellbeing Board (HWBB) agreed to trial voluntary smoke free spaces in four children's playgrounds in the City. Following the successful implementation of these spaces, the Health and Wellbeing Board agreed to include the aim to explore options for extending this scheme and implementing more voluntary smoke free spaces in the City in the Joint Health and Wellbeing Strategy 2017-20.
2. In September 2015 the HWBB rejected the recommendation from the 2014 'Better Health for London report' to ban smoking in the City's green spaces.

However, it was agreed that the board would seek to expand smoke free children's spaces as new play areas are developed in the City.

3. Finsbury Circus is the biggest green space in the Square Mile. It is currently closed for Crossrail construction. The City Corporation are due to get this space back in October 2018 and hope to reopen the full space in early 2020.

Current Position

4. The Public Health team have been in conversation with the City Gardens team to discuss the feasibility of expanding the voluntary smoke free scheme in the City's green spaces. Finsbury Circus was chosen as the best trial area as it is currently partially closed to the public and will be closed in its entirety for a period during the development of the new garden. During this time it will not be used by smokers and will not require them to change their behaviour when it reopens as a smoke free space. Additionally, it is the biggest green space in the Square Mile and so provides the best opportunity for leisure and physical activity.
5. While evidence is mixed regarding whether second hand smoke in open spaces poses a direct risk to health, there are a number of other benefits of implementing a voluntary smoking ban in Finsbury Circus. These include:
 - To support the denormalisation of smoking. When smoking is made less visible it is made less normal and less convenient and contributes to fewer people starting smoking, and more stopping. The City Garden's team plan to incorporate children's play equipment into Finsbury Circus when it re-opens and a lack of adults smoking will set a good example.
 - To reduce smoking-related litter and the threat of cigarette ends, which are non-biodegradable and toxic to children, wildlife and the environment. Currently the City gardeners spend a significant proportion of their time and resources clearing up cigarette butts. An initiative like this would save both time and resource.
 - To offer the potential for increased use of parks and recreation areas. When it reopens, Finsbury Circus will be the biggest green space in the Square Mile. This is a space provides residents and workers for physical and leisure activities. Cigarette litter will make this space less appealing for this use.
 - To reduce fire risk
6. In Bristol, voluntary smoke free spaces have been implemented in two of their biggest public squares - Millennium and Anchor Square. These spaces have largely been positively received. The team who implemented the initiative in Bristol noted that a beneficial outcome was that they raised awareness of the impacts of smoking in public and started a conversation about how this impacts the way the spaces are used and who uses them.
7. The City Gardens team are exploring options for how Finsbury Circus can best be utilised for all groups, including children and young people, to increase use by

this group. It is important that this space is children friendly and that smoking is denormalised.

Proposals

8. This report seeks to gain support from the Health and Wellbeing Board to make Finsbury Circus a voluntary smoke free space.

Corporate & Strategic Implications

9. This proposal supports the following aims of the aims of the Corporate plan:
 - Contribute to a flourishing society
 - People enjoy good health and wellbeing
 - Communities are cohesive and have the facilities they need
 - Shape outstanding environments
 - We have clean air, land and water and a thriving and sustainable natural environment
 - Our spaces are secure resilient and well-maintained.

Cost Implications

As there will be no enforcement involved in these smoke free spaces, the costs associated with it will be minimal. The only expenses are expected to be the cost of the signs and potentially some marketing activity.

A lack of cigarette litter in Finsbury Circus would save resources for the City Gardens team as currently a significant part of the gardeners' time is spent cleaning up cigarette litter.

Health Implications

This initiative would support the priorities of the Joint Health and Wellbeing Strategy of a health urban environment, promoting healthy behaviours and giving every child the best start in life.

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Committees:	Dates:
Open Spaces & City Gardens	10 December 2018
Subject: Brewers' Hall Garden Redevelopment	Public
Report of: Director of Open Spaces	For Decision
<p style="text-align: center;">Summary</p> <p>The City Corporation has been approached by the Worshipful Company of Brewers regarding the re-development of the City's garden adjoining its Hall, situated at London Wall. The Brewers have commissioned a landscape architect to work with the City on a re-design of the garden which would facilitate access to a new entrance on the north side of the Hall.</p> <p>Outline proposals have been submitted for your consideration and approval in principle of the re-design.</p> <p>Recommendations</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Confirm, in principle, that they would be willing to allow the redevelopment of Brewer's Hall Garden to facilitate access to a new entrance opening onto the Garden from the Hall. • Subject to such confirmation, authorise officers to negotiate with the Worshipful Company of Brewers to develop the terms and licence arrangements under which the re-design and installation of the garden could take place and report back to Members on the outcome of those negotiations. 	

Main Report

Background

1. Brewers' Hall Garden is immediately north of The Brewers' Hall, facing onto the south side of London Wall. The freehold of the land on which the garden sits is currently vested in the City Corporation's City Fund estate, having been acquired in a series of land transactions between 1954 and 1958. The parcels were acquired as part of one of the 'Redevelopment Units' following extensive damage to the area during the War.
2. The parcel of land on which the garden sits is effectively the remnant of an unrealised Planning scheme for that area. In the 1960s it was laid out with a series of raised planters containing small trees, shrubs and seasonal bedding for the enjoyment of the public. Although the garden is managed and

maintained by your Committee, the land was acquired and continues to be held for planning purposes, having never been appropriated to open space purposes, and it has not been declared as Highway.

3. There are several constraints on the site, including a UK Power Network sub-station and vent structures. The garden also contains a sculpture called 'The Gardener' (Karin Jonzen; 1971), which was relocated from the corner of Moorgate and London Wall when that junction was realigned.
4. The current Brewers' Hall is a four-storey 1960's building, but the Company's association with that site dates back to the beginning of the fifteenth century. The freehold of the land on which the Hall sits is vested in The Worshipful Company of Brewers ("the Brewers"), having been transferred (in parts) from the City Corporation at the same time as the transactions set out in paragraph 1 above.

Current Position

5. The Brewers are seeking to carry out extensive works to the existing Hall, including the addition of two additional floors and opening a new commercial tenants' entrance onto the Garden in addition to the Company's existing entrance on Aldermanbury Square. The landscape architecture firm SpaceHub has been commissioned by the Brewers to develop a proposed redesign of the garden incorporating the new access to the Hall.
6. The current 1960s layout of the garden is not particularly welcoming, with limited opportunities for sitting and it is generally in need of refurbishment and replanting. The condition contrasts negatively with the garden spaces of the recent London Wall Place redevelopment.
7. Any improvement proposals for the site must contend with the shady nature of the north facing garden, its proximity to London Wall and constraints such as the underground UKPN sub-station and air vent structures which have resulted in the existing planting being confined to raised planters.

Proposals

8. Officers have met with the Brewers' development team to investigate design options. Outline designs have been produced and illustrative proposals are attached at Appendix 1. A reference copy of the design development and proposals have been made available in the Member's Reading Room.
9. The Brewers' proposals are to cut back the existing raised bed adjacent to their Hall and remove a tree to facilitate a new east-west path against their building which would give level access to the proposed tenants' entrance on the north side of the Hall. Due to a difference in levels between the proposed entrance and the garden, this new path would be ramped from the west and there would be stepped access at the east end of the path.
10. The proposals also include:
 - recladding of the remaining raised beds and vent structures;
 - repaving of the garden;
 - additional seating, both free standing and integrated with the planters;

- replanting of the beds, including a replacement tree;
 - lighting of the space;
 - an irrigation system.
11. Care has been taken to ensure that the space will continue to be perceived as public garden provided by the City, through considerations such as the orientation of the access path to the new door and the choice of materials to be in keeping with the City's Public Realm Manual.
 12. The costs associated with the redevelopment are to be met by the Brewers and discussions are yet to be finalised on the best way of ensuring that any additional maintenance liability arising out of the scheme is met by the developer.
 13. Although some design work has been done, the detailed plans may need to be altered by subsequent site surveys and design and maintenance considerations.
 14. Maintenance responsibilities will be considered as part of the discussions on the future arrangements for the site.
 15. The final proposals and the terms of an agreement will be brought to your Committee for approval.

Corporate & Strategic Implications

The Corporate Plan

16. The proposals support the activities of the Open Spaces Department which contribute to the following Corporate Plan 2018-23 aims and outcomes:

Contribute to a flourishing society

- People are safe and feel safe.
- People enjoy good health and wellbeing.
- Communities are cohesive and have the facilities they need.

Shape outstanding environments

- We are digitally and physically well-connected and responsive.
- We have clean air, land and water and a thriving and sustainable natural environment.
- Our spaces are secure, resilient and well-maintained.

Implications

17. Property implications – Licence for the works to the garden and new access arrangements will be granted on commercial terms and the City Surveyor's Department will consider these in due course. A report on any agreed terms between the City and Brewers will be submitted to this Committee, and any others dependent on financial implications, for approval and will expand further on property implications. As part of this process the City will seek to offset any future maintenance liability for the revised scheme through an appropriate contribution from the Brewers.

18. Planning implications – The redevelopment of the garden will require a planning application to be submitted and the details of the landscaping scheme are likely to be subject to conditions as part of a planning permission.

Conclusion

19. Brewers' Hall Garden is unusual insofar as it is maintained and operated under the auspice of the Open Spaces & City Gardens Committee as a public garden but held under the Town and Country Planning Act 1990. The Brewers' proposals for an access path to their proposed building entrance and the refurbishment of the garden are generally acceptable in design terms, subject to detailed design approval.
20. The terms of an agreement with the Brewers are yet to be negotiated.
21. Members are asked to consider an in-principle approval of the proposals subject to a further report of the details as and when they are available.

Appendices

- Appendix 1 – Brewers' Hall Garden Illustrative Proposal

Patrick Hegarty

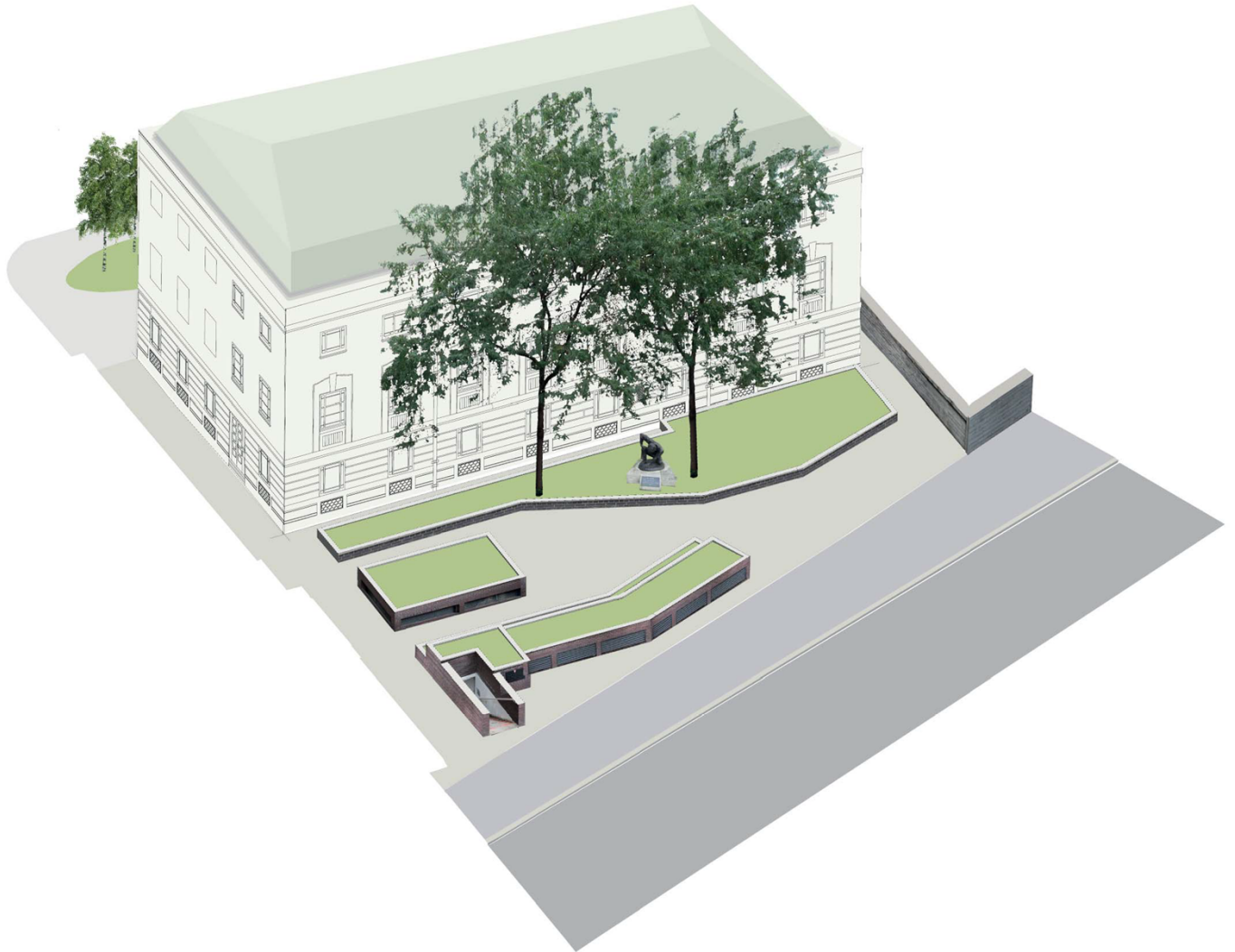
Technical Manager, Open Spaces Department

T: 020 7332 3516

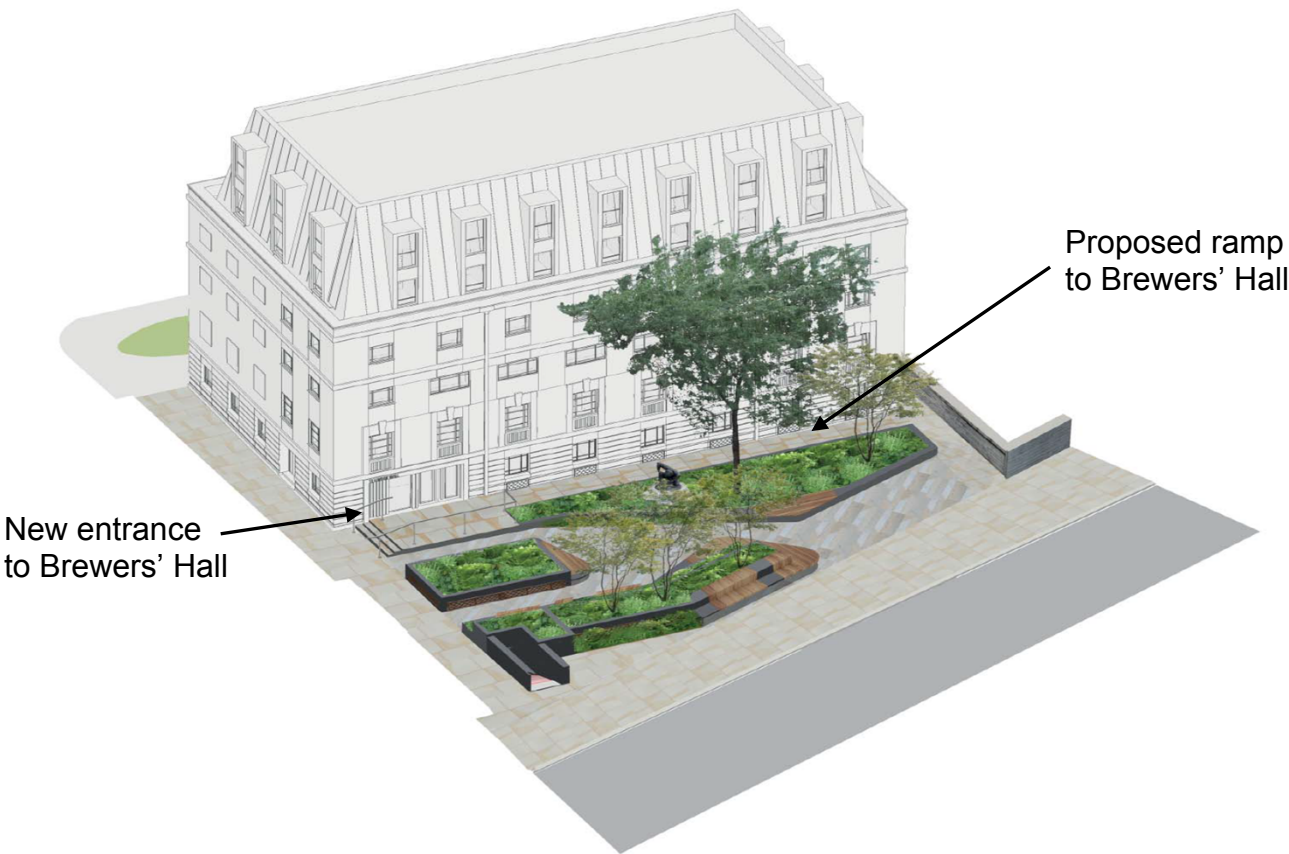
E: patrick.hegarty@cityoflondon.gov.uk

Appendix 1 – **Brewers' Hall Garden Illustrative Proposal**

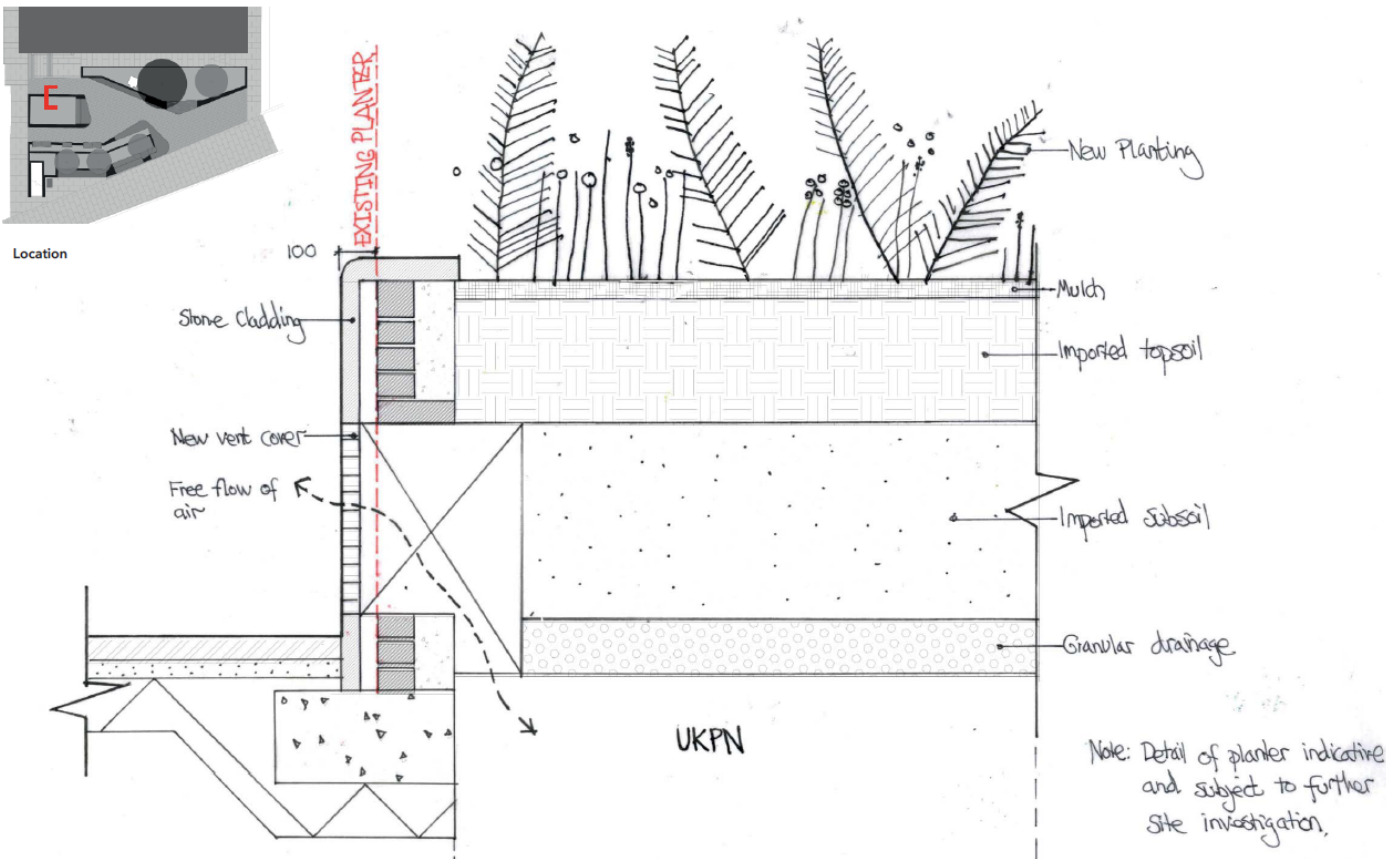
Existing garden



Proposed garden



Section through re-clad planter



Aldermanbury Square

Legend

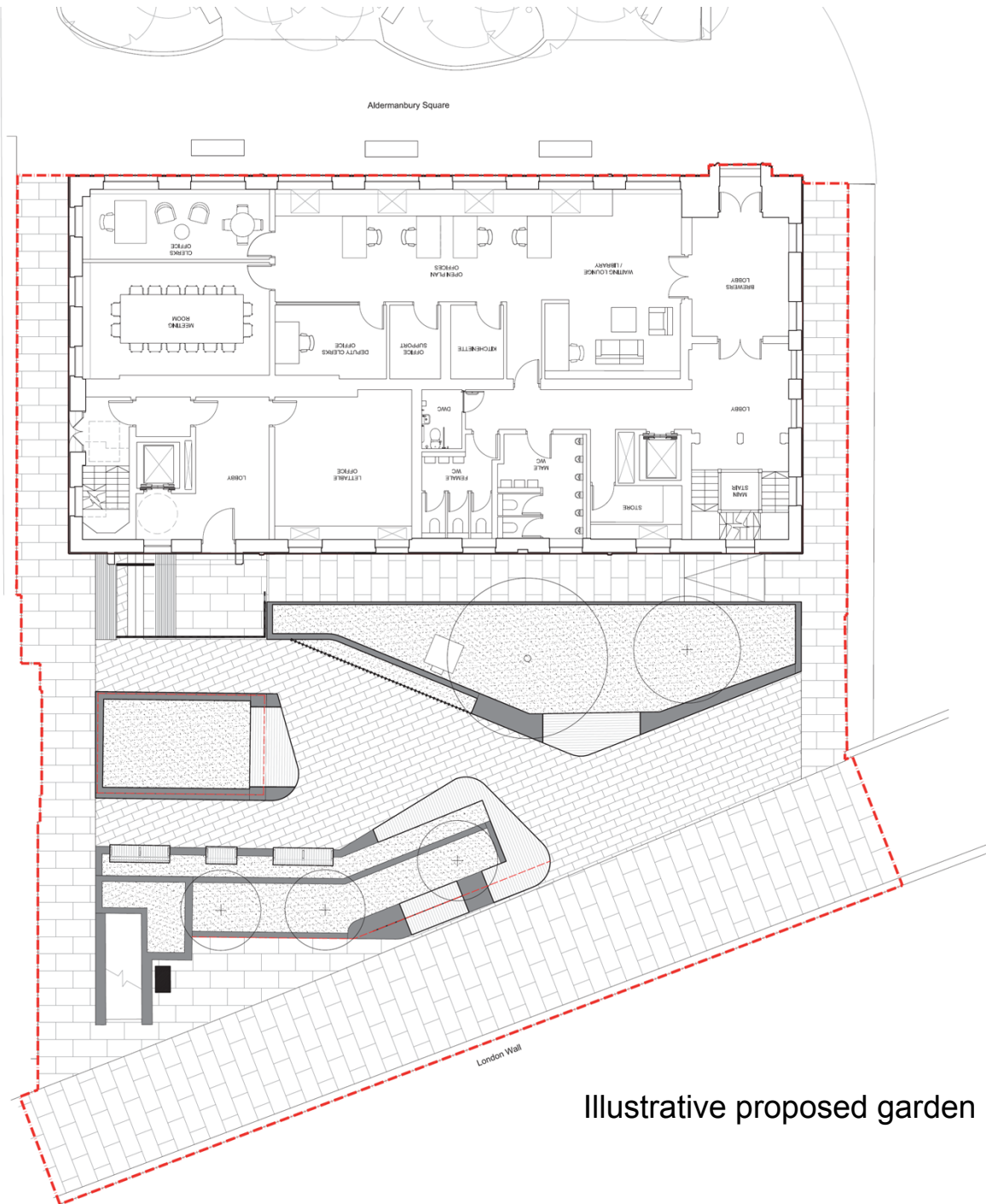


Planning application boundary

London Wall

Existing garden plan





Illustrative proposed garden plan

Legend

- Planning application boundary
- Public Highway slab paving
- Slab paving
- Small unit paving
- Shrub Planting
- Cladding/seating
- Flush edging
- Existing tree retained
- Proposed multi-stem tree
- Cycle stand
- Handrail
- Tactile paving
- Existing vent location retained
- Basement car park stair well to be re-painted
- 'The Gardner' Statue retained in current location
- Bench
- Timber seat cladding
- Relocated Salt grit box



0m 1 2 3 5 10

Committee(s):	Date:
Open Spaces & City Gardens	10 December 2018
Subject: Unspent S106 funds for Seething Lane Garden	Public
Report of: Director of Open Spaces	For Decision
<p style="text-align: center;">Summary</p> <p>Section 106 funding of £140,490 was received by the City in 2012 for the installation of the soft landscape element of the garden at Seething Lane. The works have been completed and £11,481 of this funding is left over. Under the terms of the S106 this money can only be spent with the agreement of the Owner of 10 Trinity Square, EC3, otherwise it is to be returned to the Owner within ten years from the date of completion of the development.</p> <p>Subject to Members approval and with the agreement of the Owner, it is proposed that the left-over funding is used for the purchase of equipment to assist in the cleansing of the new garden and other City gardens.</p> <p>Recommendation</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Approve the use of the £11,481 left over funds received for the Seething Lane Garden Estimated Soft Landscaping Works Costs, of the 10 Trinity Square S106 Agreement, for the purchase of equipment to assist with the maintenance of paving in the City Gardens. 	

Main Report

Background

1. The redevelopment of 10 Trinity Square, EC3 as a hotel, gave rise to a Section 106 (S106) Agreement in March 2012, which included provision for the redevelopment of Seething Lane Garden and for its future maintenance.
2. In accordance with the S106 Agreement the Owner of 10 Trinity Square carried out the hard landscaping works in the garden and the City Corporation carried out the soft landscaping works through the City Gardens team. The Owner was obliged to pay the City's Estimated Soft Landscaping Works Costs in advance of the works, for which, £140,490 was received by the City in 2012.
3. Details of the redesigned garden were developed and the works were implemented in full in 2017. An official opening event was held on 26th June 2018.

Current Position

4. The City's actual spend to deliver the high-quality soft landscaping scheme was £129,009 which leaves £11,481 unspent compared to the £140.490 S106 Estimated Soft Landscaping Works Costs received.
5. The remaining £11,481 is held by the City Corporation in line with the S106 Agreement, under which any money left over is to be returned, with interest, less any tax and the City's administrative expenses, to the developer within ten years from the date of completion of the development. This is unless there is agreement between the City and the developer in the meantime as to how the left-over money is to be spent.

Proposals

6. Although the paving in the new garden has been treated with a coating to help with cleansing issues, we have found the light-coloured York stone readily shows any marks and needs very regular cleansing. We currently use pressure washing to clean the paving at this site and in other gardens, with partial success. However, regular use of this equipment can cause additional problems with the paving. Your officers have sought advice and are considering the purchase of steam cleaning equipment to assist with the cleansing, with potentially less long-term adverse impact on the stone surfacing.
7. It is proposed to allocate the unspent funding from the S106 Estimated Soft Landscaping Works Costs for Seething Lane Garden, for the purchase of equipment to help keep the garden paving in a clean condition.
8. Under the terms of the S106 agreement, the remaining £11,481 can only be spent with the agreement of the Developer. Following discussions with officers, the Developer has now agreed the proposal that this money be spent on the purchase of specialist equipment to help maintain the paving in Seething Lane Garden and other gardens in the City, to a good standard.
9. The Garden is a popular location resulting in an increased requirement for cleansing of the pavement, which has placed unforeseen demands on maintenance resources. There is no other appropriate call for this money associated with the garden and your officers believe this is a good use of this money which would otherwise be returned to the developer in due course.
10. If Members agree with this course of action, officers will undertake a procurement exercise and put the remaining £11,481 of the S106 Estimated Soft Landscaping Works Costs towards the purchase of suitable equipment.

Corporate & Strategic Implications

The Corporate Plan

11. The proposals support the activities of the Open Spaces Department which contribute to the following Corporate Plan 2018-23 aims and outcomes:

Contribute to a flourishing society

- People are safe and feel safe.
- People enjoy good health and wellbeing.
- Communities are cohesive and have the facilities they need.

Shape outstanding environments

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

Implications

12. The City covenant's to the following clause in the S106 agreement: *In the event that any part of the contribution has not been allocated or used for the purposes within 10 years from the date of completion of the development and unless the City Corporation and the owner agree otherwise the City covenants as soon as reasonably practicable to repay such contributions or part thereof to the owner.*
13. The owner has agreed to the use of the remaining sums to be used for purchasing the cleaning equipment therefor the sum is not at risk of being returned.

Conclusion

14. The S106 funding for the redevelopment of 10 Trinity Square, EC3 provided £140,490 for the City to carry out the soft landscaping works at Seething Lane Garden, of which, £11,481 has not been spent. The works have been completed in full to a high standard and there is no outstanding requirement for additional works to be funded on site. The garden is the responsibility of the City Gardens team to maintain and the paving has been difficult to keep clean. It is proposed, with the agreement of the developer of 10 Trinity Square, to use the remaining £11,481 to help purchase appropriate cleaning equipment which could be used in this and other City Gardens to improve the standard of cleansing.

Appendices

None

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Committees: Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Open Spaces & City Gardens <i>[for decision]</i>		Dates: 18 September 2018 10 October 2018 10 December 2018
Subject & Project Title: Seething Lane Garden	Unique Project Identifier: 10824	Outcome Report Approval Route: Regular
<u>Summary</u>		
[S1] Key conclusions		
<p>An enlarged, high quality garden has been built at Seething Lane, over newly constructed service basements required to facilitate the development of 10 Trinity Square as a major new hotel in the City. All works have been completed and the garden meets all the objectives set out in the Gateway 5 report. There was an underspend on this project of £8,540.</p> <p>The new garden was fully funded from the Section 106 Agreement for the redevelopment of 10 Trinity Square.</p>		
[S2] Key Learning and Recommendations		
<p>The project was developed and implemented over a long period of time. This project highlighted the importance of continuity with regard to access to project information as well as an integral part of succession planning for project managers.</p> <p>There was an unavoidable delay to the start of the Seething Lane Garden works due to delays at the 10 Trinity Square hotel development, as the Garden site is on top of new basements for the hotel and was used for the logistics for the overall project. Pressure was kept on the Developer to minimise the delay however a level of risk of a time overrun when dealing with an unusual project of this nature, has to be managed to provide the most acceptable outcome.</p>		
[S3] Decisions required		
<ol style="list-style-type: none"> Members are asked to approve the content of this Outcome Report, and that the Project will be closed. 		

Main Report

Design & Delivery, Variation and Value:	
Design & Delivery Review-	
[1] Design into Delivery	The development of a high-quality design adequately facilitated the delivery of the project. City of London officers worked closely with the developer's design team and were directly responsible for the planting design.
[2] Options appraisal	<p>An enlarged, high quality garden has been built over newly constructed service basements facilitating the redevelopment of the adjacent 10 Trinity Square as a major new hotel in the City. The chosen option, the use of vehicle lifts at either end of the space and the incorporation of a private service road into the garden, allows the hotel basements to be accessed whilst maximising the area of public garden. The maintenance of the increased area of garden (20% net increase) is mitigated by measures including:</p> <ul style="list-style-type: none"> • rainwater harvested from the roof of 10 Trinity Square being made available to irrigate the garden; • storage and welfare facilities provided for the gardening staff; • a commuted sum (£375k) to fund the additional maintenance for 25 years. <p>The project was delivered through a S106 Agreement and modification of the City's 999-year lease of the garden.</p>
[3] Procurement Route	Consultants and contractors were employed directly by the Developer of 10 Trinity Square. The consultants worked closely with officers and the works relating to the garden were carried out to a specification agreed with the City through a Works Agreement. Soft landscaping works in the garden were carried out directly by the City Gardens team and fully funded, in advance, by the Developer. City Gardens purchases were subject to the City's normal Procurement Procedures.
[4] Skills base	In addition to managing the project, its design and delivery, the City Gardens team were assisted by consultants appointed by the Developer regarding the design, engineering and artwork in the garden and by colleagues in the City Surveyor's Department and City Solicitor's Department regarding the legal agreements and amendments to the lease. Colleagues from the Department of the Built Environment assisted regarding lighting, drainage and integration of the paving with the Section 278 Works on the Highway around the site.
[5] Stakeholders	The project was developed over ten years and involved Members at the various decision-making stages. The key events are:

	<ul style="list-style-type: none"> • First proposals from the Developer and subsequent options report and approval in principle by Members to allow basements and redevelopment of Seething Lane Garden, 2008; • Report of the City Surveyor to the Open Spaces Committee outlining the means to regulate the works to the garden through variation of the existing 999-year lease and additional co-terminus lease of the service road, February 2012; • Planning permission for the redevelopment of 10 Trinity Square as a hotel and residential apartments, along with excavation under Seething Lane Garden to create basements, 29th March 2012. • Gateway 5 report, June 2012 and subsequent closure of the former garden at the end of 2012; • Completion of the garden works and soft opening to the public, August 2017; • Official opening by the Chairman of Open Spaces & City Gardens Committee, 26th June 2018. <p>In addition, there were regular discussions with a local Ward Member at key stages of the project.</p> <p>Public consultation took place as part of the planning application and an exhibition was held in the old 10 Trinity Square building in 2012. Information was available on the site hoarding and on the City Gardens' pages of the City's website.</p> <p>Over the period of the project both the ownership of 10 Trinity Square and the main contractor for the project changed. Regular meetings were held with the Developer, their consultants and contractors throughout the project.</p> <p>The Samuel Pepys Club have a long association with Seething Lane Garden (which was the site of the Naval Office where Pepys lived and worked) and they were consulted in the selection of artwork in the garden, reflecting the life and diaries of Samuel Pepys.</p>				
[6] Closing RAG rating	<table border="1"> <tr> <td>Project Risk Assessment</td><td>Low</td></tr> <tr> <td>Project RAG rating</td><td>Green</td></tr> </table>	Project Risk Assessment	Low	Project RAG rating	Green
Project Risk Assessment	Low				
Project RAG rating	Green				
[7] Positive reflections	<p>There was a high degree of close partnership working with the Developer and innovation in the design that was delivered.</p> <ul style="list-style-type: none"> • Rainwater harvested from the roof of the adjacent hotel is used to irrigate the garden and the garden is designed to 				

	<p>prevent runoff to the City's sewers, thereby providing sustainable urban drainage.</p> <ul style="list-style-type: none"> • An on-site gardener's store and welfare facility were provided as part of the lease. • The heritage of the site was highlighted through references to the Navy Office and Pepys carved into the new stonework in the garden. • To help compensate for the trees lost from the former garden, the construction of the garden provides sufficient depth (about 2m) over the basements for the growth and longevity of large trees. A modular plastic framework supports the paving and other structures, whilst providing a good habitat for roots and protecting the paving from root disturbance. • All the stone used for the paving, kerbs and stone seating was sourced from around the British Isles which assists with the sustainability of the project.
<p>[8] Improvement reflections</p>	<p>The Developer applied for an extension of their occupation of the site under the terms of the Works Agreement, citing delay to their construction works caused by the discovery of items of archaeological interest during the excavations for the 10 Trinity Square redevelopment, above that anticipated as part of the initial archaeological assessment. This meant that access to construct the new garden was delayed by over a year. The possibility of insisting that the Developer vacate the garden site was considered but was not pursued, to minimise impact on the local community and surrounding businesses from the displaced Developer's logistics (deliveries, some storage, staff welfare) on to the surrounding streets. This approach was supported by local Ward Members. The delay was reported to the Open Spaces & City Gardens Committee and a one-off goodwill payment of £30k and other mitigating arrangements were negotiated from the Developer in recognition of the additional inconvenience caused by the continued closure of Seething Lane Garden.</p> <p>In reflecting on whether we could have done anything differently to avoid/mitigate the delay, the root cause of the delay was outside the Developer's control and appropriate advice from the City Solicitor and the City Surveyor was taken beforehand and at the time of the delay, in addition to consideration of the impact of displacing the remaining developer's logistics off-site. We could in extremis have taken legal action against the Developer on the basis of the agreement which was in place and used the deposit held by the City to complete works to the garden but this would not necessarily have been any quicker to deliver and possibly have compromised the quality of the finished garden. We were advised not to use penalty sums in the agreement for any time extension</p>

	<p>as, given the scale of the development, this could be perceived as de facto acceptance of a time overrun at the cost of the given penalty sum, whereas an unspecified cost left open the potential consequences of their delay. The most effective course, in addition to the commercial pressure the Developer was already under to finish construction, was to maintain regular communication with the Developer, with a clear message of dissatisfaction concerning the delay, whilst leaving open the possibility of further action.</p>
Variation Review-	
[9] Assessment of project against key milestones	<p>Once the site was cleared of the Developer's logistics facilities, the Developer started construction of the garden structures in January 2017 and the City Gardens team carried out the planting on completion. Public access to the garden was restored in August 2017. This timeframe was generally in line with the expected programme from commencement on site to completion, even allowing for accommodation of a launch event for the hotel within this period.</p>
[10] Assessment of project against Scope	<p>The project was delivered in full as described in the Gateway 5 report.</p>
[11] Change	<p>No changes were required to this project post Authority to Start Work (Gateway 5).</p>
[12] Risks and Issues	<p>The delayed completion of the 10 Trinity Square development held up the construction of the garden by over a year. A three-year construction period from closure of the garden, had been written into the Works Agreement with the Developer. The Developer sought an extension of their occupancy of the site under the agreement beyond this period, on the grounds of force majeure. The issue was reported to Members of the Open Spaces & City Gardens Committee and officers negotiated with the Developer to minimise the additional occupancy of the site. A goodwill payment and other mitigation was made by the Developer to the City. Part of the impact of the delay was that the trees had to be planted outside the ideal season for planting and the responsibility for any losses that occur has been accepted by the Developer.</p>
[13] Transition to BAU	<p>Consideration of the transfer from the construction phase to business as usual (BAU) was considered at the earliest stages of the project. Measures taken included the involvement of the City Gardens team in the design, inspection and delivery of the project so that they were able to take on maintenance of the soft landscaping from installation and the routine maintenance of the hard landscaping from practical completion. There is a defects liability period in place for the project. In addition, a protocol has</p>

	been put in place outlining arrangements between the City Gardens team and the Developer/Occupier of 10 Trinity Square for example, regarding the irrigation system and the Gardeners' Room in the northern pavilion on site.																											
Value Review																												
[14] Budget	<table><tr><td>Budget envelope at Gateway 2:</td><td colspan="3">Not applicable</td></tr></table> <table><tr><td></td><td>At Authority to Start work (G5)</td><td>At Completion</td><td>Variation</td></tr><tr><td>Fees</td><td>£ -</td><td>£ -</td><td>£ -</td></tr><tr><td>Staff Costs</td><td>£70,727</td><td>£68,499</td><td>£2,228</td></tr><tr><td>Works</td><td>£66,822</td><td>£60,510</td><td>£6,312</td></tr><tr><td>Total</td><td>£137,549</td><td>£129,009</td><td>£8,540</td></tr></table> <p>The project was underspent by £8,540 compared to the Approved Budget.</p> <p>The Final Account has not been verified.</p>				Budget envelope at Gateway 2:	Not applicable				At Authority to Start work (G5)	At Completion	Variation	Fees	£ -	£ -	£ -	Staff Costs	£70,727	£68,499	£2,228	Works	£66,822	£60,510	£6,312	Total	£137,549	£129,009	£8,540
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[15] Investment	Not applicable																											
[16] Assessment of project against key measures of success	<p>The project delivered against all the success criteria identified at Gateway 5.</p> <ul style="list-style-type: none">• <i>A garden which accommodates increased numbers of City workers, residents and visitors.</i> – Improved configuration of the plot and increased area, improved paths, additional seating, lawn almost double in size.• <i>Improved access and permeability through the garden.</i> – High quality paving and disabled access throughout, design reflecting pedestrian desire lines, additional lighting.• <i>The establishment and flourishing of large trees, to maturity.</i> – Automatic irrigation, 2m depth for tree roots and use of a modular plastic framework system to supports the garden structures whilst allowing unimpeded lateral movement of roots.• <i>An increase in the size of the garden.</i> – Net increase in area of 20%.• <i>Improved biodiversity value through an increase in habitats.</i> – The previous garden was very shady with closely planted trees which allowed for little understorey planting. The new garden includes fourteen trees, extensive areas of underplanting and mature hedges, bird boxes, a bird bath and the greening of the facade of the southern pavilion using climbers, thus creating a greater number of habitats and improved biodiversity.• <i>Mitigation of the impact on the public drainage system, of the rainfall run-off arising from the development.</i> – Harvested																											

	<p>rainwater utilised for garden irrigation and the garden surface water drains discharge into the planted areas.</p> <ul style="list-style-type: none"> • <i>A garden which reflects the history and heritage of the area.</i> – The bust of Pepys and the Blue Plaque commemorating the Naval Office was reinstated on site, carvings were installed on stonework in the garden reflecting Pepys' life and diaries.
[17] Assessment of project against SMART Objectives	Whilst SMART Objectives were not specifically identified in the 2012 G5 report the project has delivered against all its stated objectives.
[18] Key Benefits realised	<ol style="list-style-type: none"> 1. The provision of service basements under the garden facilitated the redevelopment of the adjacent listed building as a high-quality hotel and apartments for the benefit of the City. 2. The new garden design provides access to an attractive, better proportioned garden for the growing population of City workers, visitors and residents with almost double the size of lawn area compared to the previous garden and an overall increase in area of 20%. 3. The project provides natural areas for increased biodiversity, including fourteen trees, extensive underplanting and hedging, to compensate for the planting lost from the former garden. 4. The extension of the garden to include a former service road, along with the redirection of all the garden paving drainage into the soil profile, reduces flows into the City's combined drainage and sewer system. In addition, rainwater is harvested from the hotel building, treated against legionella and provided to the City for use in the garden irrigation system. 5. The history of the site is reflected in the artwork and Blue Plaque installed in the garden.
Lessons Learned and Recommendations	
Lessons Learned-	
[19] General Purpose Review	<ol style="list-style-type: none"> 1. We can share learning from our experience of some of the innovative solutions utilised in the design of this garden such as the rainwater harvesting and sustainable drainage, etc. 2. Keeping knowledge of the design intent and decisions made, such as materials approvals, over such an extended project timescale was difficult due to changes in companies and personnel, both for the City Corporation and the Developer's team. Change of the main contractor, responsible for a design and build contract for the structural works, added to the difficulty in continuity. Good recording and access to information are critical to the delivery of such a project. In this project, the City Gardens team and other officers were able to provide that continuity of information relevant to the construction of the garden. Project continuity should be an integral part of succession planning for project managers.

	<p>3. Managing expectations about the likely timeframe for a major building project is important. A realistic timeframe was initially set and flexibility was built into the Works Agreement in case of an overrun of the Developer's occupation of the site. Significant pressure was maintained on the Developer to stick to their programmed occupancy. However, it is important to be realistic about the possibility of an overrun when dealing with a £400M redevelopment of a heritage site in the City, in an unusual case like this – despite having an agreement in place and managing the risk to achieve the most acceptable outcome.</p> <p>4. The new garden is very popular and although the paving has been treated to help with cleansing issues, we have found the light-coloured York stone readily shows any marks and needs very regular cleansing. Although the stone looks well we would recommend a stone less likely to show dirt in future.</p>
[20] Learning sharing and use	We have already started to engage in shared learning through talks and site visits with colleagues. The DBE City Public Realm team attended such a visit in July 2018.
Recommendations-	
[21] Recommendations	Members are asked to approve the content of this Outcome Report, and that the Project will be closed.

Decisions required
If any decisions are required in addition to the approval of this outcome report, please describe them here:
N/A

Appendices

Appendix 1	Plan of Seething Lane Garden
Appendix 2	Photographs of Seething Lane Garden
Appendix 3	Project Coversheet

Contact

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Email Address	patrick.hegarty@cityoflondon.gov.uk
Telephone Number	020 7332 3516

Plan of Seething lane Garden



Appendix 2

Photographs of Seething Lane Garden

Before project commencement:



During construction of the basements under Seething Lane Garden:



After project completion:





Project Coversheet

[1] Ownership

Unique Project Identifier: 10824 **Report Date:** 11 September 2018

Core Project Name: Seething Lane Garden

Programme Affiliation (if applicable):

Project Manager: Patrick Hegarty

Next Gateway to be passed: G6 (Outcome)

[2] Project Brief

Project Mission statement: Re-development of an expanded and redesigned Seething Lane Garden as a high-quality public garden following insertion of basements under the garden, to facilitate the servicing requirements for the re-development of the adjacent 10 Trinity Square building as a hotel and apartments.

Definition of need: Facilitating the redevelopment of a listed building and the provision of a high-quality environment in the City.

Key measures of success

- 1) A high-quality and sustainable garden which accommodates increased numbers of City workers, residents and visitors.
- 2) The establishment and flourishing of large trees, to maturity, to replace trees lost from the previous garden on-site.
- 3) A garden which reflects the history and heritage of the area.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]:129k

Total potential project liability [£]:0

Total anticipated on-going commitment post-delivery [£]:35-45k pa

Programme Affiliation [£]:NA

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£137,549	£0	£137,549
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£137,549	£129,009	£8,540
[G] Spend to Date	[H] Anticipated Future Budget Requests	
£129,009	£0	

Headline Financial changes: The project was completed in full and there was an underspend of £8,540.

Since 'Project Proposal' (G2) report:

▲◀▶▼ This project was instigated pre the City's Project Procedure being put in place. Approval in principle for the project was given by Members of the Open Spaces Committee in December 2008 for proposals whereby all costs were funded externally by the Developer of 10 Trinity Square.

Since 'Options Appraisal and Design' (G3-4) report:

▲◀▶▼ Options were appraised by the Open Spaces Committee and the approved option was implemented in full.

Since 'Authority to start Work' (G5) report:

▲◀▶▼ A budget of £137,549 was set for the project following the G5 report and there is an underspend against that of £8,540.

Project Status:

Overall RAG rating: Green

Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

None

[5] Narrative and change**Date and type of last report:**

20 June 2012, Gateway 5: Authority to Start Work

Key headline updates and change since last report.

Project completed on site and implemented in full, within the approved budget.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

No change to scope insofar as then developed, since reported to the then Open Spaces Committee for approval in principle of options in December 2008.

Since 'Options Appraisal and Design' (G3-4 report):

A further report in February of 2012 was approved by the then Open Spaces, City Gardens and West Ham Park Committee noting the proposed deed transaction between the City and the Developer which was separately reported and approved by the Property Investment Board, to provide for construction of basement and superstructure accommodation on Seething Lane Garden and the taking of a co-terminus lease of the service road east of the Garden, all without cost to the City. There was no change to the scope of the project either at this stage or the subsequent Planning Permission approval and Section 106 Agreement in March 2012, although the detailed design was developed to achieve the high-quality scheme presented at Gateway 5 in June 2012.

Since 'Authority to Start Work' (G5) report:

None

Timetable and Milestones:

Expected timeframe for the project delivery: Completed

Milestones: N/A

Are we on track for this stage of the project against the plan/major milestones? N/A

Are we on track for completing the project against the expected timeframe for project delivery? Completed promptly on access to the site but access to start was delayed by over a year due to delays in the delivery of the adjacent 10 Trinity Square development.

Risks and Issues

Top 3 risks: N/A

<i>Risk description</i>	
<i>Risk description</i>	

<i>Risk description</i>	
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See 'risk register template' for full explanation.

Top 3 issues realised

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Delay to the project.	The 10 Trinity Square construction project took over a year longer than anticipated in the Works Agreement resulting in a delay to delivery of Seething Lane Garden.	-£30k (being a goodwill payment from the Developer to the City in recognition of the delay)

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Communications Office press release for the official opening event.

Application for a Landscape Institute Award 2018 – awaiting results.

Entry into London in Bloom and Britain in Bloom competitions 2018 – awaiting results.

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Committees: Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Open Spaces & City Gardens <i>[for decision]</i>		Dates: 18 September 2018 10 October 2018 10 December 2018
Subject & Project Title: St Olave's Churchyard, Hart Street, EC3	Unique Project Identifier: 11411	Outcome Report Approval Route Light
<u>Summary</u>		
[S1] Key conclusions A high-quality Churchyard garden refurbishment was undertaken by the City at St Olave's Church, Hart Street. Works included enhanced paving and planting along with increased seating and the introduction of lighting and interpretative signage. The success of the project has been recognised in the London in Bloom Awards, winning 'Churchyard of the Year' in 2016 and 2017.		
[S2] Key Learning and Recommendations That the experience gained by officers in delivering this project continues to be utilised through the Churchyard Enhancement Programme.		
[S3] Decisions required		
<ol style="list-style-type: none"> 1. Members are asked to approve the content of this Outcome Report, and that the Project will be closed. 2. Members are asked to approve, £6,000 is to be returned to the Diocese of London, as it was provided to underwrite the fundraising for the project and, given that the objectives of the project were delivered and there are no unforeseen revenue implications arising from the project, the £3,490 project underspend plus the £53 surplus funding raised by donation, totalling £3,543, be refunded to the Parish Church of St Olave, Hart Street. 		

Main Report

Design & Delivery, Variation and Value:	
Design & Delivery Review-	
[1] Design into Delivery	The development of a high-quality design adequately facilitated the delivery of the project. City of London officers worked closely with the Church to develop a design which provided a tranquil garden space to be enjoyed by City workers and visitors. The design reflected aspects of the City's heritage associated with the Churchyard.
[2] Options appraisal	<p>A relatively light-touch approach was taken to the design of this historic Churchyard. A key objective was to improve the quality of access to the Churchyard as an attractive garden.</p> <p>Uneven York stone paving was relayed or replaced with good quality, matching materials where necessary and the levels of the paths reprofiled to improve drainage. In addition, some new, well-designed paving features were introduced – radial York stone paving was introduced to replace crazy-paving around the semi-circular steps leading into the Church and elsewhere a pavement maze was created in granite setts with a central Cross of Jerusalem feature.</p> <p>Works were carried out to the trees and extensive planting improvements were made, including a new herb garden to commemorate the 17th Century botanist William Turner who is buried in the Church.</p> <p>Lighting and new benches were introduced along with interpretative signage.</p>
[3] Procurement Route	<ul style="list-style-type: none"> • Paving and lighting were delivered by the Department of the Built Environment through the term contractor, JB Riney; • Other works, including soft landscaping were carried out by the City Gardens Team.
[4] Skills base	The project was managed in-house by the City Gardens team. Design consultants were employed to develop options and the planting design was developed in-house. Specialist advice on heritage features was provided by the City Surveyor's Senior Heritage Estate Officer, the services of an archaeologist were employed to record minor finds under a watching brief for the project. Colleagues from the Department of the Built Environment assisted regarding lighting and paving works and colleagues from the City Solicitor's Department assisted with an agreement to allow the City to carry out the works and the Church obtained Faculty from the Diocesan Advisory Committee.
[5] Stakeholders	There was close working between City officers and the Rector and Church Wardens at St Olave's throughout the project. The Parish

	<p>worked with a number of stakeholders to raise half of the funding for the project, with donations from Trinity House, the Clothworkers' Foundation, the neighbouring Apex Hotel, the Metropolitan Public Gardens Association, the City Church Grant Committee and St Olave's Churchyard Trust Fund. The nearby hotel developments at Mariner House (Hilton Doubletree) and at 10 Trinity Square (Reignwood Group) were also involved as stakeholders and contributed the City's half of the funding through their respective Section 106 Agreements. Ward Members were also involved. The Parish, Diocese and other stakeholders were very satisfied with the completed works and a celebratory re-dedication service was held in the refurbished Churchyard led by the Bishop of London.</p> <p>The project won the London in Bloom Awards 'Churchyard of the Year' in both 2016 and 2017.</p>				
[6] Closing RAG rating	<table border="1"> <tr> <td>Project Risk Assessment</td><td>Low</td></tr> <tr> <td>Project RAG rating</td><td>Green</td></tr> </table>	Project Risk Assessment	Low	Project RAG rating	Green
Project Risk Assessment	Low				
Project RAG rating	Green				
[7] Positive reflections	<p>There was close control of the day-to-day works by using the term contractor and the City Gardens team to deliver the works. This allowed us to be flexible in responding to concerns from the Church and neighbouring hotel about noisy works and disrupted access, for example, to accommodate services in the Church.</p> <p>The Church and a local Blue Badge Guide were able to assist with historic information and production of interpretative material for the project.</p>				
[8] Improvement reflections	<p>This was a relatively small project which proceeded well and to a satisfactory outcome.</p>				
Variation Review-					
[9] Assessment of project against key milestones	<p>The works were begun on site in July 2014 and Substantial Completion Certificate for the hard landscaping was issued in March 2015. Planting followed on during the latter part of Spring 2015.</p>				
[10] Assessment of project against Scope	<p>The project was delivered in full as described in the Gateway 5 report.</p>				
[11] Change	<p>No changes were required to this project post Authority to Start Work (Gateway 5).</p>				
[12] Risks and Issues	<p>None to report</p>				
[13] Transition to BAU	<p>Consideration of the transfer from the construction phase to business as usual (BAU) was considered at the earliest stages of</p>				

	the project. Measures taken included the involvement of the City Gardens team in the design, inspection and delivery of the project so that they were able to take on maintenance of the Churchyard from installation. The lighting was an addition to this Churchyard and the Church have agreed to take on the additional maintenance of this feature.			
Value Review				
[14] Budget	Budget envelope at Gateway 2:		£50k - £100k	
		At Authority to Start work (G5)	At Completion	Variation
	Fees	£10,850	£6,941	£3,909
	Staff Costs	£5,701	£5,656	£45
	Works	£49,496	£43,960	£5,536
	Total	£66,047	£56,557	£9,490
There is an apparent underspend of £9,490 on this project however £6k of the amount remaining is to be returned to the Diocese as it was provided to underwrite the early project fundraising. This leaves an actual underspend of £3,490.				
Final Account verification N/A				
[15] Investment	Not Applicable			
[16] Assessment of project against key measures of success	<p>The project delivered against all the success criteria identified at Gateway 5.</p> <ul style="list-style-type: none">• <i>Improvement of the appearance and amenity of the garden.</i> – Enhanced planting and paving• <i>Provision of safe public access to the garden.</i> – Lighting and site interpretation introduced, paving replaced/re-laid and rejointed to give a good quality surface.• <i>Increased opportunities for seating.</i> – New seating added.			
[17] Assessment of project against SMART Objectives	Whilst SMART Objectives were not specifically identified in the 2014 G5 report the project has delivered against all its stated objectives.			
[18] Key Benefits realised	A much-enhanced garden has been provided, providing an attractive, tranquil space with historic interpretation, for the benefit of City workers, residents and visitors.			

Lessons Learned and Recommendations	
Lessons Learned-	
[19] General Purpose Review	We worked in partnership with the Church to deliver the scheme – half of the funding was raised by the Church and the City's half

	came from two local S106 contributions. The area identified for local environmental improvements works in one of the S106 agreements came close to but did not cover the area of the Churchyard initially and its application to the Churchyard had to be by agreement with the developer. This took additional officer time to finalise. Close consultation at the time of agreeing S106 works is recommended, having regard to subsequent changes due to the introduction of CIL.
[20] Learning sharing and use	We have shared learning with regard to the style and quality of the design and the extent of intervention in a historic setting in the delivery of the project at St Olave's Churchyard through talks and site visits with colleagues, in particular the DBE City Public Realm team, and the project is used as an exemplar for consideration as part of the Churchyards Enhancement Programme.
Recommendations-	
[21] Recommendations	That the experience gained by officers in delivering this project is utilised through the subsequent Churchyard Enhancement Programme.
[22] AOB	N/A

Decisions required			
If any decisions are required in addition to the approval of this outcome report, please describe them here:			
<p>The actual spend on this project was £56,557. The budget approved at Gateway 5 was £66,047, resulting in an apparent underspend of £9,490. The Church Diocesan Fund provided £6k to underwrite the project at an early stage, in case insufficient funds were available from elsewhere. This £6k is to be returned to the Diocese of London leaving an actual underspend of £3,490 compared to the G5 approved budget.</p>			
Funding			
Source		£	£
City of London	Mariner House S106	20,000	30,000
	10 Trinity Square S106	10,000	
Parish Church of St Olave, Hart Street	City Church Grant Committee	5,000	30,100
	St Olave's Churchyard Trust Fund	3,600	
	Clothworkers' Foundation	10,000	

	Trinity House	10,000	
	Apex Hotels	1,000	
	Metropolitan Public Gardens Association	500	
Diocese	Church Diocesan Fund	6,000	6,000
	Total	66,100	66,100

The funding for this project came from both the City and the Parish Church and the Diocese as outlined in the table below.

The amount raised by the Parish Church and received by the City was £30,100. There was a £53 surplus between the G5 approved budget and the funding raised by donation to the Parish Church for improvements to the Churchyard. Given that there are no unforeseen ongoing revenue implications arising from the project, it is recommended that the £3,490 project underspend plus the £53 surplus funding, totalling £3,543, be refunded to the Parish Church of St Olave, Hart Street.

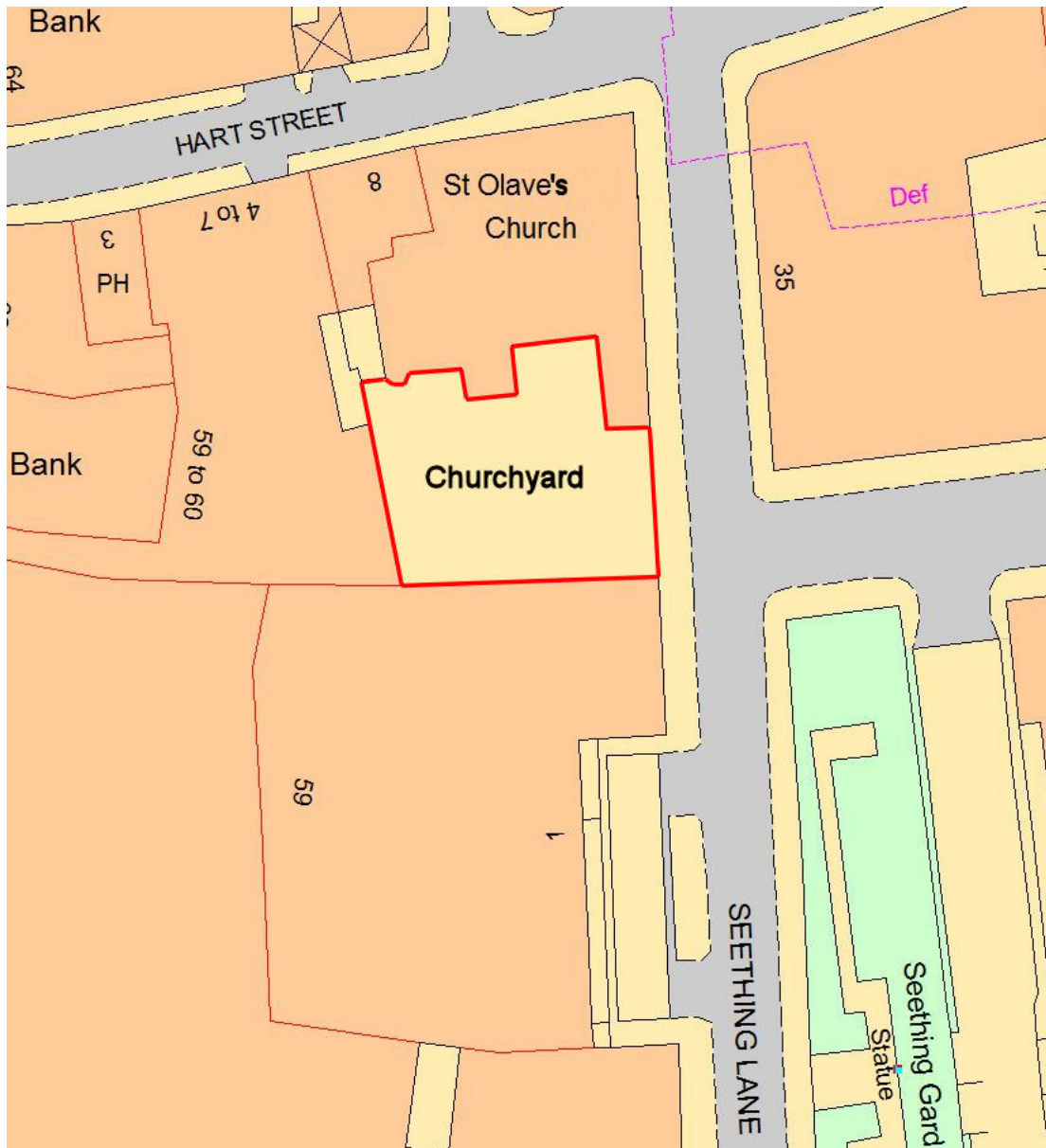
Appendices

Appendix 1	Site location plan
Appendix 2	Photographs of St Olave's Churchyard (before and after improvement works)
Appendix 3	Project Coversheet

Contact

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Appendix 1 Site location plan



Appendix 2 Photographs of St Olave's Churchyard

Before improvement works



After improvement works





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Project Coversheet

[1] Ownership

Unique Project Identifier: 11411 **Report Date:** 11 September 2018
Core Project Name: St Olave's Churchyard, Hart Street, EC3
Programme Affiliation (if applicable):
Project Manager: Patrick Hegarty
Next Gateway to be passed: G6 (Outcome)

[2] Project Brief

Project Mission statement: Refurbishment of St Olave's Churchyard as a high-quality garden, available to the public.

Definition of need: Facilitating the provision of a high-quality environment in the City for the enjoyment of City workers, visitors and residents whilst enhancing and protecting the historic spaces.

Key measures of success

- 1) A high-quality churchyard garden which accommodates increased numbers of City workers, residents and visitors.
- 2) A garden which reflects the history and heritage of the area through improved interpretation.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]:57k

Total potential project liability [£]:57k

Total anticipated on-going commitment post-delivery [£]:10-15k pa

Programme Affiliation [£]:NA

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£66,047	£0	£66,047
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£66,047	£56,557	£9,490
[G] Spend to Date	[H] Anticipated Future Budget Requests	
£56,557	£0	

Headline Financial changes:

Since 'Project Proposal' (G2) report:

◀▶ Within budget range (£50k - £100k) identified at G2.

Since 'Options Appraisal and Design' (G3-4) report:

◀▶ N/A - Light pathway project

Since 'Authority to start Work' (G5) report:

▼ The project has been completed in full. £66,047 was set as the budget at G5 and £56.557 has been spent to date. Of the £9,490 remaining unspent, £6k is underwriting funding and is to be returned to the Diocese, leaving an underspend of £3,490.

Project Status:**Overall RAG rating:** Green**Previous RAG rating:** Green**[4] Member Decisions and Delegated Authority**

None

[5] Narrative and change**Date and type of last report:**

20 June 2012, Gateway 5: Authority to Start Work

Key headline updates and change since last report.

Project completed on site and implemented in full, within the approved budget. £6,000 of funding was provided by the Diocese at the start of the project to underwrite the external funding in part. This money is to be returned to the Diocese as sufficient external funding was raised to meet the Church's contribution to the project.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

None

Since 'Options Appraisal and Design' (G3-4 report):

N/A

Since 'Authority to Start Work' (G5) report:

None

Timetable and Milestones:

Expected timeframe for the project delivery: Completed within the planned timeframe.

Milestones: N/A

Are we on track for this stage of the project against the plan/major milestones? N/A

Are we on track for completing the project against the expected timeframe for project delivery? N/A

Risks and Issues**Top 3 risks:** N/A

<i>Risk description</i>	
<i>Risk description</i>	
<i>Risk description</i>	

See 'risk register template' for full explanation.

Top 3 issues realised None

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Positive response with the site winning the London in Bloom Awards 'Churchyard of the Year' in both 2016 and 2017.

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