



Open Spaces and City Gardens

Date: MONDAY, 8 APRIL 2019

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: Richard Holt
Richard.Holt@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B. Part of this meeting could be subject to audio or video 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 10 December 2018.

For Decision
(Pages 1 - 10)
 4. **NOTE OF THE INQUORATE MEETING**
To receive the public note of the inquorate meeting of the Open Spaces and City Gardens Committee on 4 February 2019.

For Information
(Pages 11 - 16)
 5. **PLANNING AND TRANSPORTATION COMMITTEE**
To note the Planning and Transportation Committee's response to resolution from the Open Spaces and City Gardens Committee.

For Information
(Pages 17 - 18)
- Open Spaces**
6. **BREXIT UPDATE**
Director of Open Spaces to be heard.

For Information
 7. **FINAL DEPARTMENTAL HIGH-LEVEL BUSINESS PLANS 2019/20 - OPEN SPACES DEPARTMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 19 - 28)
 8. **ENJOYING OPEN SPACES AND THE NATURAL ENVIRONMENT - AWARD OF GRANTS AND REVIEW OF GRANT AID CRITERIA**
Report of the Director of Open Spaces.

For Decision
(Pages 29 - 40)

9. **2019/20 EVENTS FEES AND CHARGES - CITY GARDENS**

Report of the Director of Open Spaces.

For Decision
(Pages 41 - 76)

10. **FINSBURY CIRCUS GARDEN REINSTATEMENT**

Report of the City Surveyor.

For Decision
(Pages 77 - 94)

11. **PROPOSED NATIONAL NATURE RESERVE STATUS FOR THE COULSDON COMMONS AND HAPPY VALLEY**

Report of the Director of Open Spaces.

For Decision
(Pages 95 - 114)

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

Report of the Director of Open Spaces.

For Decision
(Pages 115 - 166)

13. **THE TRANSITION TOWARDS A ZERO-EMISSION FLEET**

Joint report of the Chamberlain and Director of the Built Environment.

For Information
(Pages 167 - 176)

14. **AGRICULTURE BILL AND FISHERIES BILL**

Report of the Remembrancer.

For Information
(Pages 177 - 182)

City Gardens

15. **CITY GARDENS UPDATE**

Report of the Director of Open Spaces.

For Information
(Pages 183 - 188)

16. **CHURCHYARDS ENHANCEMENT PROGRAMME**

Report of the Director of Open Spaces.

For Decision
(Pages 189 - 292)

17. **CITY ARTS INITIATIVE: RECOMMENDATIONS TO THE CULTURE, HERITAGE & LIBRARIES COMMITTEE**

Report of the Town Clerk.

For Decision
(Pages 293 - 316)

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

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

Part 2 - Non-Public Agenda

20. **EXCLUSION OF THE PUBLIC**

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

For Decision

21. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 10 December 2018.

For Decision
(Pages 317 - 318)

22. **NON-PUBLIC NOTE OF INQUORATE MEETING**

To receive the non-public note of the inquorate meeting of the Open Spaces and City Gardens Committee on 4 February 2019.

For Information
(Pages 319 - 320)

23. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Report of the Town Clerk.

For Information
(Pages 321 - 322)

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

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

OPEN SPACES AND CITY GARDENS Monday, 10 December 2018

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 10 December 2018 at 11.30 am

Present

Members:

Graeme Smith (Chairman)
Oliver Sells QC (Deputy Chairman)
Alderman Ian Luder
Wendy Mead
Jeremy Simons
Deputy Philip Woodhouse (Ex-Officio Member)
Caroline Haines

Observers:

Catherine Bickmore (West Ham Park Committee)

Officers:

Alistair MacLellan	- Town Clerk's Department
Alison Elam	- Chamberlain's Department
Michael Radcliffe	- City Surveyor's Department
Colin Buttery	- Director of Open Spaces & Heritage
Martin Rodman	- Superintendent of Parks & Gardens
Gerry Kiefer	- Open Spaces Department
Patrick Hegarty	- Open Spaces Department
Jake Tibbetts	- City Gardens Manager

1. APOLOGIES

Apologies were received from Barbara Newman, Deputy John Tomlinson, Karina Dostalova and Anne Fairweather.

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

Oliver Sells QC declared a non-pecuniary interest in Item 7 (Proposed NNR Status for Coulsdon Commons and Happy Valley) by virtue of the fact his brother Andrew Sells was the Chairman of Natural England.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 16 July 2018 be approved as a correct record.

Matters Arising

Resolution to the Planning and Transportation Committee regarding Inner Temple Gardens Planning Application

The Town Clerk noted that this resolution had been noted by the Planning and Transportation Committee at its meeting in July 2018.

Resolution to the Planning and Transportation Committee regarding Finsbury Circus – Closure of Highway to Vehicle Access

The Town Clerk noted that a resolution to the Planning and Transportation Committee regarding the continued closure of Finsbury Circus Garden was pending. Members therefore agreed to submit an updated resolution to the Planning and Transportation Committee, noting that given the section of highway between Finsbury Circus and Moorgate had been closed for over six years due to Crossrail, and in light of the delay to the opening of Crossrail until 2020 at the earliest, it was the view of the Open Spaces and City Gardens Committee that the section of highway should remain closed to vehicles once Crossrail had vacated Finsbury Circus, to provide some pedestrian amenity.

RESOLVED, that the views of the Open Spaces and City Gardens Committee regarding the potential to close the section of highway between Finsbury Circus and Moorgate in order to create some pedestrian amenity be communicated to the Planning and Transportation Committee.

4. BREXIT UPDATE

The Director of Open Spaces was heard regarding implications of Brexit for the Directorate of Open Spaces and the following points were made.

- The Director of Open Spaces noted that the Open Spaces Department was currently in receipt of £300,000 of EU grant funding for its natural land, primarily that used to graze cattle i.e. Epping Forest and Burnham Beeches. The impact of Brexit on this funding would be mitigated via the Agriculture Bill 2017-19 currently before Parliament, although it was likely that the City's continuing eligibility for grant funding would be subject to negotiation.
- The Director of Open Spaces added that Open Spaces staff who were EU nationals would have their right to work in the UK affected by Brexit and that he was working with the Human Resources Directorate to mitigate this.

RESOLVED, that the update be noted.

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

Members considered a joint report of the Chamberlain and Director of Open Spaces regarding Revenue & Capital Budgets – Open Spaces & City Gardens 2018/19 & 2019/20 and the following points were made.

- The Chamberlain noted that the aims of the report were twofold – the Committee was asked to approve its own budget for Open Spaces and City Gardens, and to review in its strategic capacity the provisional 2019/20 revenue budgets for the services overseen by other Open Space Service Committees.

RESOLVED, that Members

- Approve the provisional 2019/20 revenue budget for the Directorate, Bunhill Fields and City Gardens for submission to the Finance Committee;
- Note the provisional 2019/20 revenue budget for the services overseen by the other Open Space Service Committees;
- 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.
- 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.
- Approve the draft Capital and Supplementary Revenue budget.

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

Members considered a report of the Director of Open Spaces regarding Tree Pests and Diseases: Oak Processionary Moth (OPM) and the following points were made.

- The Director of Open Spaces noted that the progress of OPM had been monitored for the past three years. It has first appeared on Hampstead Heath on the City's Open Spaces and was now present across all 33 of London's local authorities. There had been exponential growth of OPM during 2018, which the City was addressing via a risk-based zonal model which cost £100,000. In future years the costs would increase dramatically as the reported incidents of OPM continued to increase, particularly in Epping Forest. The Open Spaces Directorate would be making a bid under the City's Medium-Term Financial Plan for further funding to address the issue. The City would continue to work with partners such as the Forestry Commission and Department for Environment, Food & Rural Affairs (DEFRA).
- A Member noted that when OPM first arose as an issue on City Open Spaces, the then Open Spaces Chairman had, in response to a Court Question, noted that the Chamberlain was committed ensuring the financial implications of OPM would be a central City responsibility rather than being met from the Open Spaces' Directorate's local risk. This should be factored into the Directorate's Medium-Term Financial Plan bid.

- In response to a question from a Member regarding the risks posed by other pests, the Director of Open Spaces noted that OPM posed a significantly greater risk compared to its peers and that other pests were more manageable by comparison.
- In response to a question from a Member regarding the extent of joint working with partners, the Director of Open Spaces noted that he chaired the national-level Oak Processionary Moth Working Party which included representatives from DEFRA, health services and the Forestry Commission. Health services were included as OPM posed a public health issue given the caterpillars could cause allergic reactions and respiratory issues.
- In response to a question from a Member regarding what action was necessary, and what stage at which a change in strategy would be appropriate, the Director of Open Spaces noted that the current growth of OPM was exponential at the present time, but it would plateau. Therefore resources to address the issue were being targeted at areas of higher public risk such as car parks, public paths and catering facilities. It would be necessary to continue to educate the public on OPM and its nature and spread.

RESOLVED, that Members,

- 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.

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

Members considered a report of the Superintendent of The Commons regarding Proposed National Nature Reserve (NNR) status for the Coulsdon Commons and Happy Valley and the following points were made.

- The Director of Open Spaces noted that this was a once in a generation opportunity to establish a new NNR, and the work undertaken to date was a good example of joint working between the City, Croydon and other local partners.
- In response to a question from a Member, the Director of Open Spaces confirmed that talks continued between all relevant parties to finalise the bid including the proposed name of the potential NNR.

- In response to a question from a Member regarding the long-term commitment of Croydon to the NNR proposal in light of funding pressures facing local government, the Director of Open Spaces replied that Croydon had undergone a process to review all of its landholdings and had based its support on the proposal to date on evidence of strong local passion for the NNR area.
- In response to a question from a Member, the Director of Open Spaces confirmed that Croydon was dedicating an appropriate level of resource to the maintenance of Happy Valley.

RESOLVED, that Members,

- Authorise Officers to progress the National Nature Reserve proposal for Coulsdon Commons and Happy Valley with Natural England and the London Borough of Croydon so that a formal proposal can be developed and reported to Committee by May 2019.

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

Members considered a report of the Director of Open Spaces regarding Health & Safety in the Open Spaces Department.

RESOLVED, that the report be noted.

9. **DEPARTMENTAL BUSINESS PLAN 2018/19 - SIX MONTH PERFORMANCE UPDATE**

Members considered an update report of the Director of Open Spaces regarding the Open Spaces Departmental Business Plan 2018/19 – Six-month performance.

RESOLVED, that Members,

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

10. **CITY GARDENS UPDATE**

Members considered an update report of the Superintendent of Parks & Gardens regarding City Gardens and the following points were made.

- The City Gardens Manager noted that the hot weather had prompted a challenging summer season for the City Gardens Team, nevertheless the City Gardens had been in receipt of a Gold Award from RHS London in Bloom, and overall category winner in the Town Category. Postman's Park was awarded Gold and was overall winner in the Churchyard Category. Moreover, in the National RHS Britain in Bloom competition, the team achieved Gold in the Town Category, being the only London entry to achieve that level.

- In response to a question from a Member, the City Gardens Manager confirmed that the City Gardens Team was in daily contact with the City's rough sleeping team.
- The Chairman welcomed the work and support provided by the Friends of City Gardens, particularly at St Michael Cornhill. The Chairman also welcomed the encouraging work on projects outlined within the report.

RESOLVED, that the report be received.

11. **VOLUNTARY SMOKE-FREE SPACE IN FINSBURY CIRCUS**

Members considered a report of the Director of Community and Children's Services regarding a voluntary smoke-free space in Finsbury Circus and the following points were made.

- The Superintendent noted that he was supportive of the proposal in principle but that it posed a problem regarding the future letting of the planned Finsbury Circus pavilion, given that any tenant would likely welcome the flexibility to offer a wine bar with an associated smoking area – this would make it anomalous to have a voluntary smoking ban.
- The Superintendent added that, whilst any smoke free area would not be formally enforced, it would nevertheless pose challenge to Open Spaces staff if they were approached by members of the public querying why any smoking was taking place in a smoke free zone. Ultimately, his staff were gardeners and not enforcement officers.
- In response to questions from Members over the potential to discourage smoking in Finsbury Circus, the Superintendent agreed to include the potential for some form of smoke-free space in the Finsbury Circus project going forward. He noted that he would welcome more evidence upon which to make a further recommendation to Members.
- Members were supportive of the proposal for a voluntary smoke free space in principle but also mindful of the challenges this posed in terms of the effective marketing the future pavilion to prospective tenants, and appropriate levels of enforcement. Members requested that the Superintendent work with the Department of Community and Children's Services to evaluate, as part of the Finsbury Circus Reinstatement project, whether a voluntary smoke free space could be included in Finsbury Circus, and furthermore to evaluate any impact of requiring a voluntary smoke-free clause within the letting terms of the Pavilion café, once that stage of the project has been reached.

RESOLVED, that the creation of a voluntary smoke free green space in Finsbury Circus be approved in principle, pending further evaluation of the proposal as part of the Finsbury Circus Reinstatement project.

12. **BREWERS' HALL GARDEN REDEVELOPMENT**

Members considered a report of the Director of Open Spaces regarding the Brewers' Hall Garden Redevelopment and the following points were made.

- Members noted their concern at the proposed loss of a tree under the existing proposals. A Member noted in particular that the proposals saw an additional two floors being added to the Hall, and it was unclear why the entrance could not be designed into another corner of the Hall on its eastern side. Members felt that the impact of the proposals should be either neutral or beneficial to existing Open Space.
- The Chairman summarised discussion, noting that Members would need to be convinced that the project had a beneficial impact on the City's Open Space, not include the loss of a tree, include more green space where possible, and that reconfiguration of existing design, where possible, would be welcome.

RESOLVED, that Members,

- Confirm, subject to comments made, 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 those comments being taken into account, 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.

13. **UNSPENT S106 FUNDS FOR SEETHING LANE GARDEN**

Members considered a report of the Director of Open Spaces regarding unspent s106 funds for Seething Lane Garden and the following points were made.

- The Director of Open Spaces noted that the proposal to purchase cleansing equipment for the Garden arose from the fact it was frequented by night staff on duty at a nearby hotel and contractors from nearby development sites, causing additional wear and staining of the new surfacing.

RESOLVED, that Members,

- 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.

14. **GATEWAY 7 - SEETHING LANE GARDEN**

Members considered a Gateway 7 Outcome report of the Director of Open Spaces regarding Seething Lane Garden.

RESOLVED, that the lessons learned be noted and the project closed.

15. **GATEWAY 7 - ST OLAVE'S CHURCHYARD, HART STREET, EC3**

Members considered a Gateway 7 Outcome report of the Director of Open Spaces regarding St Olave's Churchyard, Hart Street, EC3. The Director of Open Spaces noted that the project had been award-winning, and that unused monies would revert to the Church.

RESOLVED, that the lessons learned be noted and the project closed.

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

There were no questions.

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

There was no other business.

18. **EXCLUSION OF THE PUBLIC**

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

19. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 16 July 2018 be approved as a correct record.

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

RESOLVED, that the non-public minutes of the Finsbury Circus Garden Reinstatement Working Group meeting held on 15 November 2018 be received.

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

RESOLVED, that the non-public appendix to Item 10 (City Gardens Update) be received.

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

Members considered a report of the City Surveyor regarding Rennie Garden, Blackfriars Road SE1 – Licence for Works & 150-year lease (Bridge House Estates).

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

There were no questions.

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

There was no other business.

The meeting ended at 12.35 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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OPEN SPACES AND CITY GARDENS Monday, 4 February 2019

Note of the inquorate meeting of the Open Spaces and City Gardens held at
Committee Room - 2nd Floor West Wing, Guildhall on Monday, 4 February 2019 at
11.30 am

Present

Members:

Graeme Smith (Chairman)
Jeremy Simons
Deputy John Tomlinson
Caroline Haines

Observers:

Verderer Dr Joanna Thomas
Catherine Bickmore

Officers:

Richard Holt	- Town Clerk's Department
Laura Simpson	- Town Clerk's Department
Alison Elam	- Group Accountant, Chamberlain's Department
Nicholas Welland	- City Surveyor's Department
Colin Buttery	- Director of Open Spaces & Heritage
Martin Rodman	- Superintendent, West Ham Park and City Gardens
Gerry Kiefer	- Open Spaces Department
Patrick Haggerty	- Open Spaces Department
Jack Tibbetts	- City Gardens Manager

1. **APOLOGIES**

Apologies were received by the Deputy Chairman Oliver Sells, Alderman Ian Luder, Wendy Mead, Barbara Newman, Karina Dostalova and Deputy Phillip Woodhouse.

The Town Clerk informed Members that a Quorum had not been established within five minutes of the scheduled start of the Committee and as result, in accordance with Standing Order 36 (2), the formal meeting was dissolved. Following this Members present agreed to informally consider the items on the agenda.

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

There were no declarations received.

3. **MINUTES**

The Members received the public minutes and non-public summary of the meeting on the 10th of December for accuracy. It was noted that as a quorum had not been established the minutes of the previous meeting would need to be agreed at the committee meeting in April.

Matters arising

Resolution to the Planning and Transportation Committee regarding Finsbury Circus – Closure of Highway to Vehicle Access

Following a Members question on the status of the Finsbury Circus the Chairman confirmed a note of the City Surveyor would be circulated as a item of late business in the non-public session.

4. **ACTIONS**

Members noted the report of the Town Clerk on the public actions of the meeting of the Open Spaces and City Gardens Committee on the 10th of December.

A Member noted the Resolution which was submitted to Planning and Transportation Committee regarding the highway between Finsbury Circus and Moorgate and asked an update on discussions with Transport for London (TFL). The Director of Open Spaces informed Members that there had been some issues in establishing a meeting date with TFL which was now scheduled for July however this there was little clarity on this. The Director clarified that works were in place at the Finsbury Circus site which were expected to be completed by the middle of the year adding that the exact parameters of the works would be confirmed to Members. The Chairman noted that the resolution had been met with reasonable support from Members at the Planning and Transportation Committee and that the Department of the Built Environment's priority list had yet to be confirmed. The Director of Open Spaces confirmed that the Finsbury Park Working Party was due to begin meeting again and that a note on the issue would be tabled as a late item of non-public business. A Member suggested that a pop-up garden could be easier to fund and could cover the need for an area of open land at the site.

RESOLVED- that the actions be noted.

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Members noted the report of the Town Clerk on the annual review Committee's Terms of the Reference. The Chairman suggested that the membership of the Committee listed within the Terms of Reference be edited to mention the observers affiliated with the Committee. The Town Clerk informed Members that, as the meeting was inquorate, the proposed changes to the Committee's Terms of Reference report would need to be decided under urgency procedures.

RESOLVED- The report be noted.

6. **BREXIT UPDATE**

Members noted the verbal update from the Director of Open Spaces regarding Brexit and its impact on the Open Spaces within the City of London's care. The Director highlighted the key issues for the City of London including the loss of income from the European Union's Stewardship scheme and need for flexibility in reacting to changing political situation. In addition, the Director explained that the City of London Corporation's Human Resources department was working on establishing a corporate policy on the European Union nationals employed by the City of London Corporation and business partners.

RESOLVED- that the update be noted.

7. **CITY OF LONDON VISITOR STRATEGY 2019/23**

Members noted the report of the Town Clerk on the City of London Visitor Strategy for 2019/23. The Town Clerk informed Members of the central components of the Strategy and invited questions on the Strategy.

Replying to a Member's question the Town Clerk replied that sport and fashion were specifically mentioned within the strategy. A Member added that the Refill Application, which provides details on where members of the public can fill water bottles, is included in the Visitor Strategy.

It was raised by a Member that the City of London owned Open Spaces outside of the square mile were not mentioned within the Visitor Strategy. The Town Clerk explained that not all assets were listed within the Visitor Strategy and that it was centred on activities within the Square Mile. The Member replied that they felt the Open Spaces outside of the Square Mile should be included as key cultural assets of the City of London Corporation. The Chairman added that the redevelopment works which had taken place at certain Open Spaces within the Square Mile and those outside should be highlighted in the Visitor Strategy. Further to this a Verderer of Epping Forest noted that as Epping Forest is only thirty minutes away from the City of London it should be listed in the Visitor Strategy as a nearby destination. The Town Clerk confirmed that a more substantive reply to Members concerns would be provided via email.

RESOLVED- that the report be noted.

8. **CITY GARDENS MANAGER UPDATE**

Members noted the report of the Director of Open Spaces which provided Members with an update on the management and operational activities across the City Gardens section since December 2018.

A Member highlighted to the Director of Open Spaces the issues present at the City of London School garden. The Director of Open Spaces replied that the department was aware of these issues and informed Members that there had been a number of incidents with gardeners at site. In addition, the Director confirmed that the Open Spaces Department had been in contact with the City of London Police and the City of London School to resolve the issues. The Member replied that the City of London School was keen to directly manage the

garden using security guards employed by the School. The Director replied that they would contact the City of London School Bursar regarding this issue.

A Member questioned the effect that on the departmental budget had on the issuing of section 106 agreements. The Director of Open Spaces the confirmed that budgetary concerns would not affect the issuing of 106 agreements.

It was noted by a Member that the report mentioned five vehicles in the City Gardens fleet which were not compliant with the Ultra-Low Emissions Zone (ULEZ) standards and questioned when these were due to be replaced. The Director of Open Spaces confirmed that these vehicles would be replaced by the 9th of April.

A Member requested further information on the working at height risks for planters at Shoe Lane. The Director of Open Spaces explained that the safety regulations on working at height were extensive and this, therefore, required bespoke systems at the Shoe Lane. Following this a Member queried if the Planters at Farrington street were also affected by these regulations. The Director clarified that while the Farrington street planters were also affected by these regulations the area was under the jurisdiction of Transport for London.

Members noted the funding request for Bunhill Fields from the Heritage Lottery Fund (HLF) had been rejected and questioned if there was any further information regarding the funding of this project. The Director of Open Spaces informed Members that the department had been in contact with the HLF who had clarified the request required additional funding options. The Director confirmed that alternative funding options would be explored to proceed with the project.

RESOLVED- that the report be noted.

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

One question was received during the public session.

A Member highlighted the recourse Open Spaces managed by the City of London provided to communities within London particularly in economically deprived areas and requested the City's communication team do more to highlight this. The Town Clerk confirmed that work had been undertaken to highlight the City of London's Open Spaces in the City's communications which would increase in the May with the National Nature Reserve decision.

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

There were no urgent items considered.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED, that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the following items of business on the grounds they

involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

12. NON-PUBLIC MINUTES

Members noted the non-public minutes of the meeting of Open Spaces and City Gardens Committee held on 10 December.

13. NON-PUBLIC ACTIONS

Members noted the non-public actions from the previous meeting.

14. NON-PUBLIC APPENDIX 2 CITY GARDENS MANAGER'S UPDATE

Members noted the non-public appendix for the City Gardens Manager's Update.

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

Members received two questions in the non-public session.

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

Members considered one item of urgent business in the non-public session.

The meeting ended at 12.25 pm

Chairman

**Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk / 020 7332 3113**

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TO: OPEN SPACES AND CITY GARDENS COMMITTEE

8 APRIL 2019

FROM: PLANNING AND TRANSPORTATION COMMITTEE

29 JANUARY 2019

5. RESOLUTION OF THE OPEN SPACES AND CITY GARDENS COMMITTEE

The Committee considered a resolution of the Open Spaces and City Gardens Committee regarding Finsbury Circus – Closure of Highway to Vehicle Access. The resolution stated that given the section of highway between Finsbury Circus and Moorgate had been closed for over six years due to Crossrail, and in light of the delay to the opening of Crossrail until 2020 at the earliest, it was the view of the Open Spaces and City Gardens Committee that the section of highway should remain closed to vehicles once Crossrail had vacated Finsbury Circus, to provide some pedestrian amenity.

The Director of the Built Environment advised the Committee that officers were content to begin the legal processes to action this, subject to the legal requirements, and that the matter would be brought back to Committee.

The Chairman advised that similar representations to this had been made in the past, and that this represented a good opportunity to consider creating public realm. A Member added that the proposal should be adequately scrutinised and that a report should also be submitted to the Streets and Walkways Sub-Committee.

RESOLVED – That the Planning & Transportation Committee note the resolution from the Open Spaces & City Gardens Committee and agree that the matter should be taken forward, with reports on the proposal to be brought back to Committee.

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Committee:		Date:
Epping Forest and City Commons	- For Information	11 March 2019
Hampstead Heath, Highgate Woods and Queens Park	- For Information	13 March 2019
West Ham Park	- For Information	8 April 2019
Open Spaces and City Gardens	- For Decision	8 April 2019
Subject: Final Departmental High-level Business Plans 2019/20 – Open Spaces Department		Public
Report of: Colin Buttery, Open Spaces Director		
Report authors: Gerry Kiefer, Open Spaces Department		

Summary

This report presents the final high-level business plan for the Open Spaces Department for 2019/20. The Business Plan identifies three top line objectives with four outcomes sitting under each objective. These objectives and outcomes are relevant across the range of services provided by the Department. The Business Plan also identifies the key activities that the Department will be progressing and delivering over the next year and indicates how the Department is helping to achieve the Corporate Plan's aims and outcomes.

Recommendation

Open Spaces and City Gardens Committee Members are asked to:

- approve the Open Spaces Department's high-level Business Plan 2019–20.

Epping Forest and the Commons Committee, Hampstead Heath, Highgate Woods and Queens Park Committee and West Ham Park Committee are asked to:

- note this report

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017/18. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. For 2019/20, to secure deeper Member engagement with Business Plans, a series of four informal 'cluster' meetings took place in early February to allow Chairmen and Deputy Chairmen of relevant approving Committees to scrutinise how departments are using their 2019/20 Business Plans to prioritise activities towards corporate goals. These meetings were chaired by the Chair and Deputy Chairman of Resource Allocation Sub Committee.
4. To complement this, and to give all Members a chance to ask questions and put their views to their Chairmen and Deputy Chairmen in advance of these meetings, a 'Business Plan Surgery' was held on 10 January (immediately before Court of Common Council).
5. Taken together, these sessions replace the submission of draft high-level Business Plans to Committees. Final high-level Business Plans are still subject to Committee approval, as in previous years.
6. Work has also taken place to review the content and format of the supporting detail beneath the high-level Business Plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; EEE Health Checks (economy, efficiency and effectiveness), and schedules of measures and key performance indicators for outputs and outcomes. This is a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

High-level Business Plan for 2019/20

7. The Open Spaces high level Business Plan for 2019/20 (Appendix 1) reflects the breadth of the Department recognising the services provided as a local authority (City Gardens and the Cemetery and Crematorium), Tower Bridge and the Monument, and through its eight Open Spaces and Keats House charitable trusts.
8. The Department's three top line objectives remain unchanged and align closely with the Corporate Plan. The three objectives are:
 - A. Open spaces and historic sites are thriving and accessible
 - B. Spaces enrich people's lives
 - C. Business practices are responsible and sustainable
 Below these three objectives sit twelve outcomes.
9. The Business Plan uses bracketed numbers to show how the Open Spaces outcomes link to the twelve outcomes of the Corporate Plan 2018 – 2023.
10. Delivery of the Business Plan is driven through a range of divisional activities. The high-level business plan groups these as generic statements of activity (page two appendix 1). The detail behind these activity statements is shown in appendix

2. This appendix is used inter and intra departmentally to show the activity that different divisions will be progressing in 2019/20.

11. The Department has reviewed its performance measures against its twelve outcomes and areas of activity. A new collection of seventeen measures have been identified which are listed in appendix 3. Some measures that were reported previously have been removed including those that were predominantly divisional rather than Departmental and those which did not link back to the Department's outcomes. New measures include: condition of our Sites of Special Scientific Interest, influencing planning authorities development approvals and planning policy documents, income generation and apprentice performance.

Corporate & Strategic Implications

12. The Department's activity is delivering ten of the twelve corporate plan outcomes across all three of the Corporate Plan aims as shown on the pie chart and table on page one of the Business Plan (appendix 1):

Contribute to a flourishing society

1. People are safe and feel safe.
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.

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
8. We have access to the skills and talent we need.

Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
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.

Conclusion

13. This report presents the final high-level Business Plans for 2019/20 for the Open Spaces Department. The Business Plan sets out the Departments top-line objectives and outcomes and the activity we will progress and deliver in the year ahead.

Appendices

- Appendix 1: High Level Open Spaces Department Business Plan
- Appendix 2: Detail sitting behind the high level activity statements
- Appendix 3: 2019-20 Open Spaces Department Performance Measures

Gerry Kiefer

Directorate Business Manager, Open Spaces Department

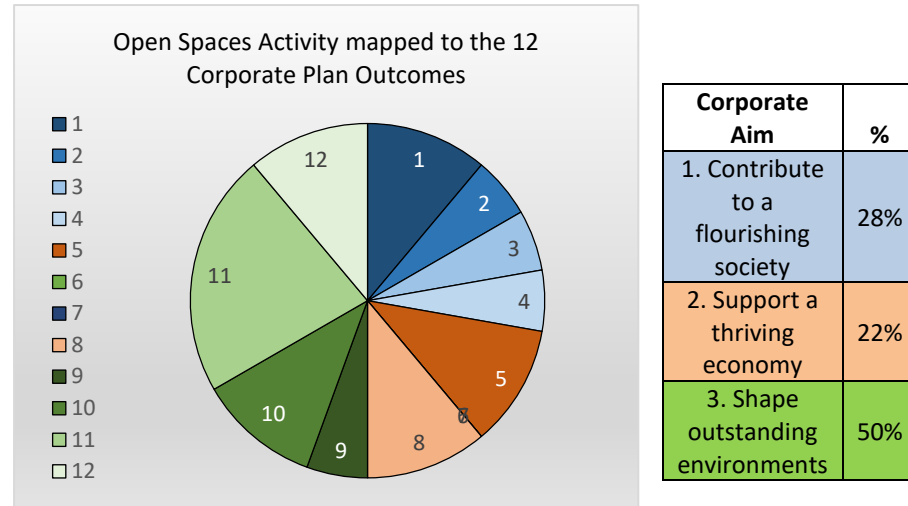
T: 020 7332 3517

E: gerry.kiefer@cityoflondon.gov.uk

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

The Department's Business Plan Activity is mapped below to the 12 Corporate Outcomes and 3 Corporate Aims



The Department manages open spaces across London and beyond, a Cemetery & Crematorium, Keats House, the Monument & Tower Bridge.

City Gardens and the Crematorium and Cemetery operate as local authority functions funded by City's Fund. The other Open Spaces & Keats House are Charitable Trusts and with The Monument, are funded by the City of London through City's Cash. Tower Bridge is funded by Bridge House Estates.

Our total 2019-20 budget is:	(Expenditure) (£000)	Income £000	Net cost (£000)
DIRECTORS'S LOCAL RISK:			
City's Fund	(5,013)	5,626	613
City's Cash	(15,543)	4,422	(11,121)
Bridge House Estates	(6,435)	6,217	(218)
TOTAL Director's Local Risk	(26,991)	16,265	(10,726)
City Surveyor's local risk (across all funds)	(4,898)	-	(4,898)
Recharges (across all funds)	(7,345)	1,330	(6,015)
Central risk (across all funds)	(1,121)	1,522	401
GRAND TOTAL ALL CHARGES	(40,355)	19,117	(21,238)

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 (12)
 2. London has clean air and mitigates flood risk and climate change (11)
 3. Our spaces are accessible, inclusive and safe (1)
 4. Our habitats are flourishing, biodiverse and resilient to change (11)
- B. Spaces enrich people's lives.**
 5. People enjoy good health and wellbeing (2)
 6. Nature, heritage and place are valued and understood (3)
 7. People feel welcome and included (4)
 8. People discover, learn and develop (3)
- C. Business practices are responsible and sustainable.**
 9. Our practices are financially, socially and environmentally sustainable (5)
 10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
 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:

- Green Flags Awards & Green Heritage Accreditation
- Condition of our Sites of Special Scientific Interest
- Our negative environmental impact
- Planning influence
- Active veteran tree management
- Internet access
- Learning
- Visits to our heritage attractions
- Customer satisfaction
- Tennis participation
- Net budget
- Income generation
- Volunteering
- Apprenticeships
- Short term sickness
- Health and safety investigations

KEY: The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

We will work across the Department, with colleagues in City Surveyors, Chamberlains, Town Clerks, Comptrollers, Remembrancer's, Built Environment, Community and Children's Services and with Members, partners, stakeholders and our local communities to deliver our activities which will help us achieve our Departmental objectives and outcomes.

Departmental activity

A. Open Spaces and Historic Sites Are Thriving and Accessible

- a) Protect our heritage: developing partnership funding bids where possible (A1) (10d)
- b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)
- c) Reduce the negative environmental impacts of our activities (A2 & C9) (11a)
- d) Engage with the local planning process to mitigate and protect against the impact of development on our open spaces (A4) (12b)
- e) Review security and access control provision (A3) (1c)
- f) Protect and enhance our sites' biodiversity and determine the 'value of our green infrastructure'. (A4) (11b)

B. Spaces Enrich People's Lives

- g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)
- h) Improve the visitor and cultural offer, including the development of facilities, new technologies, customer service and a programme of events celebrating our anniversaries, historic sites and nature. (B6 & B7) (4a)
- i) Determine our 'learning offer' (B8) (3b)

C. Business practices are responsible and sustainable.

- j) Maximise the value and opportunities of our built and natural assets (C9) (10c)
- k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)
- l) Develop innovative approaches to income diversification (C9) (5c)
- m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)
- n) Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (C9, C10) (12a)
- o) Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (C10) (11d)
- p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)
- q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)
- r) Commence the process for prioritisation of services to mitigate efficiencies and establish long term sustainable service provision (C9) (5c)

Key:

The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities are helping to achieve.

The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities are helping to achieve.

See appendix 1 for the detail behind these synopsised Departmental activities

Corporate programmes and projects:

In addition to those programmes and projects listed above and in appendix 1, we will support the delivery of Corporate Strategies in particular: Responsible Business Strategy, Apprenticeships, Volunteering, Education Social Mobility and the emerging strategies including: Customer Service, Climate Action, Transport, Visitor Destination, Local Plan.

We will contribute to development of the Culture Mile.

How we plan to develop our capabilities this year:

Actions k), m), p) and q) particularly show how we will develop our capabilities including those of our staff and volunteers. This is also reflected within Appendix 1.

The Open Spaces Cultural Values

which staff should uphold in the course of their work are:

**Collaborative and Inclusive,
Passionate and Driven,
Respectful and Open
Honest and Responsible**

CORPORATE PLAN'S AIMS:	<h2 style="margin: 0;">2018 - 2023 CORPORATE PLAN</h2> <p style="margin: 0; font-size: 1.2em;"> Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments. </p>
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↑
The Open Spaces Department's Vision, Objectives, Outcomes & Activity.
↑

DEPARTMENT VISION:	<p style="margin: 0; font-weight: bold;">We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.</p>
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Department Objectives	A. Open spaces and historic sites are thriving and accessible.	B. Spaces enrich people's lives.	C. Business practices are responsible and sustainable.																								
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	e) Review security and access control provision (A3) (1c)	Review site security and public safety at identified entrances Review access control methods at the Lido Explore the potential for a secure exit facility at the Bridge's South Tower
	f) Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b)	Progress the implementation of the grazing expansion plans at the Commons and Epping Implement the actions within the biodiversity arm of the Responsible Business Strategy Commence work to adopt a single approach to 'value our green infrastructure' Monitor and report returning / new habitats within our open spaces Deliver habitat improvements to south meadow and complete extension of wildlife garden at West Ham Park Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience. Progress the potential for Cousldon Common and the London Borough of Croydon's Happy Valley to be declared a National Nature Reserve

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m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)	Increase use of: * Skype, SharePoint, iBase * online payments and bookings * on-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc Develop opportunities for a cash-free environment Introduce COL's CRM Investigate the potential for augmented reality app's Roll out Wi-Fi across sites to allow more agile working Investigate use of Col's 24 hour out-of-hours service Contribute to the procurement review of cash collection service, Tree safety works and OPM Develop a name search facility for the online burial register system Use technology to improve efficiency and provide intelligent management information that can improve the way we work.
n) Support the development and implementation of Asset Management Plans and Master Plans and influence the City Surveyors implementation of the Operational Property Review (C9, C10) (12a)	Develop and implement Epping Forest & Hampstead Heath Asset Management Plans Work with CS to develop Asset Management Plans for divisions other than Epping Forest and Hampstead Heath Work with CS to inform, influence and progress sites identified within the OPR Work with CS to develop a Masterplan for Heathfield House & Parliament Hill
o) Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters (C10) (11d)	OPM and our work with the Forestry Commission Action Oak initiative National Park City Green Arc for London Use of S35 status to influence/deliver NE's NNR Strategy Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK
p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)	Deliver 2018 OSD Staff Survey recommendations Deliver Culture Board initiatives increasing cross division working Communicate feedback and implement recommendations arising from Snapshot survey results Deliver 2018 Corporate Staff Survey recommendations Develop and refine the workforce plan Deliver improvements arising from Cem & Crem visitor satisfaction survey
q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)	Review the 'Enjoying Green Spaces & the Natural Environment' grant aid scheme to maximise it's benefit and value. Finalise the Volunteer tool-kit Maintain a rolling programme of apprenticeships across the Department where funded Corporately Provide opportunities for apprenticeship progression from Level 2 to Level 3 Consider requests for internal levy funded training where operationally sustainable Work with partners to identify new opportunities for skills development
r) Commence the process for prioritisation of service delivery to mitigate efficiencies and establish sustainable long term service provision (C9) (5c)	Review what we are providing Clarify our long term (5+ years) Departmental service delivery priorities Consider alternate methods of service delivery Determine our long term approach to deliver sustainable, efficient, value for money services.

Appendix 3 - 2019 / 2020 OPEN SPACES DEPARTMENT PERFORMANCE MEASURES

No:	Performance Measure	Frequency	2018/19 Target	2018/19 Actual (annual)	2019/20 Target	Comment re 19/20 target	Contributing Divisions
Department Objective A. Open spaces and historic sites are thriving and accessible.							
1	Retaining Green Heritage Site Accreditation	Annual	13 Green Heritage Awards	13 Green Heritage Awards	13 Green Heritage Awards		P&G, EF, NLOS, C&C, TC
2	Retaining Green Flag Awards	Annual	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	15 green flag sites	15 green flag sites overall band score targets TBC		P&G, EF, NLOS, C&C, TC
3	Improving the condition of our Sites of Special Scientific Interest	Annual	New Measure for 2019/20	Favourable = 12 (28%) Unfavourable recovering = 22 (52%) Unfavourable - no change = 7 (17%) Unfavourable - declining = 1 (2%) (last assessed 2010)	All SSSI's that are re-assessed by Natural England are rated as being in 'favourable' or 'unfavourable recovering' condition.	SSSI conditions are measured by Natural England at their timetable. Measures remain as stated until a new assessment is undertaken.	EF, TC
4	Reducing our environmental footprint	Annual	New Measure for 2019/20	New Measure for 2019/20	General reduction across all areas / increase in generated electricity	Reduction in utility consumption (petrol, red & white diesel, electricity, gas and water) Increase the amount of electricity being generated Previously individual measures for usage of diesel, petrol, gas, electricity	All
5	Influencing planning authorities development approvals and planning policy documents	Annual	New Measure for 2019/20	New Measure for 2019/20	Create Baseline We will try and measure our influence in 2019/20.	Data gathering: Number of planning applications we were made aware of Number of planning applications we responded to Number of planning permissions given where our response: did not / partly / significantly influenced/informed the planning permission/conditions. Level to which our contribution to Local Plans is taken on Board	EF, NLOS, TC, P&G
6	Active management of our veteran trees	Annual	New Measure for 2019/20	New Measure for 2019/20	Still finalising the measure and method of data capture		EF, TC
Department Objective B. Spaces enrich people's lives.							
7	Increase the number of visits to Open Spaces Department's webpages	Annual with 6 month update	843,784		TBC once year end data available		All
8	Learning programme measures	Annual	New Measure for 2019/20	New Measure for 2019/20	Waiting on outcome of request for additional funding to secure future of the Learning Programme		Dir, EF, NLOS
9	Increase the number of visits to our heritage visitor attractions	Annual with 6 month update	1,034,246	New Measure for 2019/20	1,030,000 Tower Bridge and Monument + Keats House (25,000 or +3% on 2018/19 actual outturn)	Total figure across the attractions	TBM, NLOS
10	Improve customer satisfaction at our heritage visitor attractions	Annual	New Measure for 2019/20	New Measure for 2019/20	Improvement in our customer satisfaction scores across a number of schemes at Tower Bridge and Keats house	Total performance across the attractions	TBM, NLOS
11	Increase tennis court usage	Annual with 6 month update	New Measure for 2019/20 as will include Queens Park tennis courts as well.		TBC once all year end usage data collated		P&G, NLOS

No:	Performance Measure	Frequency	2018/19 Target	2018/19 Actual (annual)	2019/20 Target	Comment re 19/20 target	Contributing Divisions
Department Objective C. Business practices are responsible and sustainable.							
12	Achieve budgeted net expenditure by overarching Committee (OS Director local risk only)	Annual with 6 month update	New Measure for 2019/20 (Budget is (11,934,000))		(12,221,000)	OSCG Committee Achieve Budget Net expenditure (OS Director local risk) for this overarching open spaces Committee	P&G, EF, NLOS, TC, Dir
		Annual with period updates	New Measure for 2019/20 (Budget is 1,700,000)		1,683,000	PHES Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	C&C
		Annual with 6 month update	New Measure for 2019/20 (Budget is 1,592,000)		£1,555,000	CHL Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	TBM, NLOS
13	Achieve Budgeted income target by overarching Committee (OS Director local risk)	Annual with 6 month update	New Measure for 2019/20 (Budget is 4,237,000)		4,184,000	OSCG Committee Achieve Budget Gross Income target (OS Director local risk) for this overarching open spaces Committee	P&G, EF, NLOS, TC, Dir
		Annual with period updates	New Measure for 2019/20 (Budget is 4,821,000)		5,089,000	PHES Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	C&C
		Annual with 6 month update	New Measure for 2019/20 (Budget is 6,842,000)		6,992,000	CHL Committee Achieve Budget Net expenditure (OS Director local risk) for this Committee	TBM, NLOS
14	Volunteer measure	Annual	New Measure for 2019/20		TBC -identifying impact/outcome based measures but assessing level of resource required to collect data.	To be impact based measures aswell as input based	P&G, EF, NLOS, TC, Dir,
15	Increase apprentice performance	Annual	New Measure for 2019/20	New Measure for 2019/20	TBC - aiming to establish baseline in April 2019	% of apprentices that pass their training/qualification with OS (establish level of data available in 2018/19 or gather baseline in 2019/20). % of apprentices that leave OSD and gain full time employment or access further/higher training, within 3 months (establish level of data available in 2018/19 or gather baseline in 2019/20).	All
16	Reduce the number of FTE days lost due to Short term sickness	Annual with 6 month update	3.2 days FTE Working Days Lost per FTE		Target to be set once 2018/19 actual confirmed		All
17	The % of health and safety accident investigations completed within 28 days	Annual with 6 month update	85%		85%	Corporate target	All

Key to contributing divisions

P&G = Parks and Gardens (City gardens and West Ham Park)
 EF = Epping Forest
 North London Open Spaces (Hampstead Heath, Golders hill Park, Highgate)
 NLOS = Wood, Queens Park, Keats House)
 TC = The Commons (Burnham Beeches and City Commons)
 C&C = Cemetery and Crematorium
 TBM = Tower Bridge and Monument
 Dir = Directorate

Committee(s) Open Spaces & City Gardens	Dated: 8 April 2019
Subject: Enjoying Open Spaces and the Natural Environment - Award of grants and review of grant aid criteria	Public
Report of: Director of Open Spaces	For Decision

Summary

The *Enjoying Green Spaces and the Natural Environment* funding theme was initiated in August 2016 and forms part of the Central Grants Programme (CGP). A pro-active communications plan resulted in seventeen applications for £159k available funds. Twelve organisations have been awarded funding for projects that will take place across the Divisions.

The current grant aid criteria have been reviewed and officers propose a number of minor changes which they hope will increase the number of future applications from a wider number of community, voluntary and charity organisations.

Recommendations

Members are asked:

- To note the allocation of grant aid for 2018/19 approved under delegated authority to the Open Spaces and City Gardens Chairman and Deputy Chairman
- Approve the proposed amendments to the current *Enjoying Green Spaces and the Natural Environment* funding criteria as referenced in paragraph 17.

Main Report

Background

1. On 18 July 2016, your Committee agreed the *Enjoying Green Spaces and the Natural Environment* funding stream. This grant scheme awards funding between £8,000 and £15,000 to community, voluntary and charitable groups under 5 sub themes:
 - a) Connecting communities with their green spaces
 - b) Improving the conservation value of the green spaces
 - c) Improving our knowledge of the biodiversity of the green spaces
 - d) Delivering behaviour change initiatives which reduce the amount of litter and flytipping within green spaces
 - e) Improving mental ill-health through the use of green spacesSee appendix 1 for full eligibility criteria.
2. Your Committee delegated authority to the Town Clerk, in consultation with your Chairman and Deputy Chairman to agree the award of grants.
3. The *Enjoying Green Spaces and the Natural Environment* funding stream is overseen by CoL's Central Grants Unit (CGU).

4. In 2016/17 eight applications were received and 6 submissions received awards totalling £74,000. In 2017/18 two applications were received and both were granted awards totalling £21,030.
5. In 2018/19 £159,000 was available to award. A communications plan was developed which included production of a poster which was displayed across the Open Spaces sites and internally to Open Spaces staff, twitter posts, information sent to local organisations and 'pinning' information about the grant to the top of our web pages.
6. 'Meet the funder' sessions were held at Epping Forest and Parliament Hill enabling potential applicants to learn more about the funding stream, meet the CGU officer and ask specific application questions. Eight organisations attended these two 'sessions and seven submitted applications of which four were awarded funding.
7. Seventeen submissions were received with a total funding request value of £226,000.
8. Applications and applicant organisations underwent due diligence checks by the CGU to ensure compliance with the established eligibility criteria and a financial assessment by the Chamberlains' Department.
9. All eligible applications were reviewed and assessed by Open Spaces Director and Senior Officers and the Cultural & Visitor Development Director from the Town Clerks Department.
10. The funding award recommendations were approved by the Chairman and Deputy Chairman under delegated authority.

Current Position

2018/19 Awards

11. Grant funding has been awarded to twelve organisations for projects across the Open Spaces with a total grant value of £155,475. Appendix 2 lists the successful organisations and a brief summary of their projects.
12. Those organisations that were unsuccessful have been informed and given feedback on their submissions.
13. The Awards fell under four of the five sub-themes with no submissions under the theme d) Delivering behaviour change initiatives which reduce the amount of litter and flytipping within green spaces.

Review

14. The grant aid scheme has been operating for three years and officers have reviewed the current criteria, considered the types of applications received and sent a brief questionnaire to this year's applicants and enquirers.
15. Only five questionnaires were returned providing the following insight and applicants preferences on the grant:

- All applicants had been made aware of the grant by COL officers
- Their submissions had aimed to target more than one sub-theme
- Little preference between one or two funding rounds per year.
- The on-line application form was easy to complete
- Suggestions for maximum and minimum size of grant ranged from £3k to £25k.

16. Officers have reviewed the main funding criteria:

Sub themes – There have been no submissions under the sub-theme d) Delivering behaviour change initiatives which reduce the amount of litter and flytipping within green spaces. It is felt that this could be captured under sub-themes a) and c).

Minimum and maximum grant – The current minimum value is £8,000 and the maximum is £15,000. A minimum value of £8,000 is felt to be potentially restrictive to smaller organisations or for smaller projects. The maximum of £15k is felt to be large enough for most projects although there may be exceptional projects that could deserve larger funds.

Reapplying for funding - Currently the criteria states that; *'you may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time'*. However, it is not the intention of this grant that organisations become dependent on this funding to deliver activities.

Proposed changes to funding criteria

17. It is proposed that the following changes be made to the funding criteria:

- Remove the sub-theme d) Delivering behaviour change initiatives which reduce the amount of litter and fly tipping within green spaces.
- Amend the wording of sub-theme e) to: Improving mental health through the use of green spaces
- Decrease the minimum value grant from £8,000 to £2,000
- Retain the maximum value grant at £15,000 but add the option that 'up to £20,000 may be considered in exceptional cases'.
- Add the wording: *In order to limit organisations becoming dependent on this funding stream applications from new organisations are more likely to be successful than applications for repeat funding.*
- Make clear in the application criteria that the maximum period over which the grant may be spent is three years (currently two), but the total award is as requested in the application.

Finance

18. £155,475 has been awarded from an available budget of £159,000 in 2018/19. This £159,000 was from an initial budget of £83,000 for 2018/19 with an additional carry forward of £76,000 from the previous financial year.

19. £3,500 remaining from this year's underspend will be put into the standard carry forward process, subject to approval from the Chamberlain in consultation with the Chairman of Finance.

20. It is anticipated that £86,500 will be available to award in 2019/20.

Corporate & Strategic Implications

21. The *Enjoying Green Spaces and the Natural Environment* funding stream helps deliver the following Corporate Plan 2018-2023 aims and outcomes:

- **Contribute to a flourishing society**
 2. People enjoy good health and wellbeing.
- **Support a thriving economy**
 8. We have access to the skills and talent we need.
- **Shape outstanding environments**
 11. We have clean air, land and water and a thriving and sustainable natural environment.
 12. Our spaces are secure, resilient and well-maintained

22. The grant aid also supports all the Department's business plan main objectives:

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

Conclusion

23. This report and appendices provide a summary of the grant applications received in 2018/19 under the theme: *Enjoying Green Spaces and the Natural Environment*. It also proposes a small number of amendments to the eligibility criteria.

Appendices

- Appendix 1 – *Enjoying Green Spaces and the Natural Environment*: criteria for funding
- Appendix 2 – *Enjoying Green Spaces and the Natural Environment*: Summary of projects receiving funding in 2018/19
- Appendix 3 - *Enjoying Green Spaces and the Natural Environment*: table of grants declined

Background Papers

- *Enjoying Open Space and the Natural Environment* granting funding theme report, Open Spaces & City Gardens, 6 June 2016
- *Implementation of Grant Theme – Enjoying Open Space and the Natural Environment*, Open Spaces & City Gardens, 18 July 2016

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Enjoying Green Spaces and the Natural Environment

1. Types of projects and activity to be supported

Grants issued through the 'Enjoying Green Spaces and the Natural Environment' theme will be awarded to projects where the majority of impact will be on the City of London Corporation's (CoLC) [green spaces](#).

The 'Enjoying Green Spaces and Natural Environment' funding theme has been separated into five sub themes:

a) Connecting communities with their green spaces

The activities supported through this sub-theme should help local communities connect with the CoLC's [green spaces](#). Projects are particularly encouraged from community or voluntary groups who work with local communities that infrequently visit, enjoy and engage with their local green space.

The projects should demonstrate positive outcomes for these newly connected communities and should demonstrate how they will support the groups to continue to visit the green spaces after the end of the project.

b) Improving the conservation value of the green spaces

The activities supported through this sub theme should aim to assist with the conservation of the CoLC's [green spaces](#)(s) and should be able to demonstrate positive actions and outcomes. This could be via practical work on the ground, production of plans or a combination of both.

c) Improving our knowledge of the biodiversity of the green spaces

The activities supported through this sub theme should help improve our knowledge of the biodiversity of the CoLC's [green spaces](#)(s). This could include survey or inventory projects or small scale research projects on species habitats found in green spaces. They could include comparative studies using other locations/sites but the majority of the project should be carried out on a CoLC green space. Projects should be able to demonstrate positive actions and outcomes.

d) Delivering behaviour change initiatives which reduce the amount of litter and flytipping within green spaces

The activities supported through this sub theme should deliver behaviour change initiatives which reduce the amount of fly tipping and leaving of litter in [green spaces](#) through increasing awareness and understanding of the impact of littering, and embedding long term changes in behaviour. The initiatives can use a wide range of innovative approaches but should be able to demonstrate a solid grounding in behaviour change techniques which embed long term change.



e) Improving mental ill-health through the use of green spaces

Good mental health lies at the heart of wellbeing and quality of life, and of effective functioning for both individuals and communities. The activities supported through this sub-theme should support programmes which encourage contact with the CoLC's [green spaces](#) as an addition to treatment options within mental health.

2. Who can apply for a City of London Corporation Grant?

The CoLC Central Grants Programme is open to organisations that fall into one of the following categories:

- Constituted voluntary organisation
- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable Cooperative (Becom)

4. What is the minimum and maximum Grant that can be applied for?

The anticipated value of grant applications will be £12,000, and would not normally be less than £8,000. It is anticipated that ten grants may be awarded across the five sub-themes (over the two year period) with a minimum of one grant being awarded per sub-theme.

Overview:

Minimum and maximum grant allowed: £8,000 minimum, £15,000 maximum

Closing date for applications: Friday 19th October

Decision timeframe: 12 weeks from closing date

3. How do you apply for a grant?

To apply for a CoLC grant you will need to complete an online application form by the corresponding deadline and submit this electronically with your supporting documents to the CoLC Central Grants Unit.

We will only consider one application from your organisation at any one time.

All application forms should be completed through the online CoLC grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.



4. How are applications assessed?

Once the CoLC has received your online application and all supporting documents it will be passed to one of the City Corporation's Grants Officers for assessment. As part of this process a City Corporation's Grants Officer may contact you for more information.

We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.

The City Corporation's Grants Officer may also arrange to visit your organisation as part of the assessment process.

All applications that satisfy the eligibility criteria will be forwarded to Open Spaces officers for approval/rejection.

Once a full assessment has been completed, approved applications will be referred to the Chairman and Deputy Chairman of the Open Spaces and City Gardens Committee for decision.

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the closing date. You should take account of this when planning your project.

5. How do we monitor and evaluate grant recipients once an award has been made?

If we fund your project we will need you to complete an end of year and end of project grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

6. If your grant application is successful

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.



7. If your grant application is unsuccessful

Due to the limited budget available and the number of applications for funding we receive, the CoLC unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

8. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our City Corporation's Grants Officer led workshops; dates for which will be publicised on our website.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Grants Unit directly, who will be able provide answers to general queries regarding the application process.

9. Can you reapply for funding?

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

10. What do we not fund?

There are some things we are unable to pay for are shown below.

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

11. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

**Appendix 2 - Enjoying Green Spaces and the Natural Environment:
Summary of projects receiving funding in 2018/19**

OS Division	Organisation	Award	Project summary	Funding Sub-theme
EPPING FOREST	Alzheimer's Association	£14,852	To continue to deliver a project that will improve people with dementia's mental health through the use of green spaces by holding a weekly 'Singing for the Brain' group in 'The View' in Epping Forest.	e) Improving mental ill-health through the use of green spaces
	FIELD STUDIES CENTRE	£14,874	Delivering a programme of environmental outreach to schools, community groups and families to increase community engagement with Wanstead Parkland, Bush Wood, & Wanstead Flats and Epping Forest.	a) Connecting communities with their green spaces
	LOUGHTON YOUTH PROJECT	£13,174	A 12-month 'Four Seasons' programme of conservational, educational and recreational activities/opportunities that engage local young people with nearby green spaces.	a) Connecting communities with their green spaces c) Improving our knowledge of the biodiversity of the green spaces
	ORGANICLEA LTD	£14,300	A programme of wellbeing walks and cycles, nature connection and forest stretch, play and relaxation in Epping Forest, Chingford	a) Connecting communities with their green spaces
	HIGHAMS PARK COMMUNITY CIC	£13,550	To improve the environment, access to and wayfinding in the forest and lake in the Highams Park area.	a) Connecting communities with their green spaces

OS Division	Organisation	Award	Project summary	Funding Sub-theme
HAMPSTEAD HEATH	HIGHGATE HARRIERS	£10,000	To deliver a new Tuesday night athletics session for disabled people at the Parliament Hill athletics track and develop a Good Gym running programme on the Heath.	a) Connecting communities with their green spaces
	REDINGTON FROGNAL ASSOCIATION	£15,000	Contribution to help restore the Constable's Branch Hill Pond as a wildlife pond on Hampstead Heath	b) Improving the conservation value of the green spaces

OS Division	Organisation	Award	Project summary	Funding Sub-theme
WEST HAM PARK	CAPITAL CRICKET KIDS	£14,800	To run women's and girl's physical activities in West Ham Park from February to August 2019.	a) Connecting communities with their green spaces
	FRIENDS OF WEST HAM PARK	£11,927	Support the cost of equipment and materials required to improve and expand the vegetable garden	a) Connecting communities with their green spaces

OS Division	Organisation	Award	Project summary	Funding Sub-theme
THE COMMONS	BERKSHIRE, BUCKINGHAMSHIRE AND OXFORDSHIRE WILDLIFE TRUST	£8,000	Providing water control and access improvement at Haymill Valley	b) Improving the conservation value of the green spaces
	DOWNLANDS TRUST	£14,698	Practical work and sheep grazing on the ground to improve conservation value of City Commons	b) Improving the conservation value of the green spaces

OS Division	Organisation	Award	Project summary	Funding Sub-theme
CITY GARDENS	FRIENDS OF CITY GARDENS	£10,300	Delivery of community volunteer training, surveys, data recording and habitat enhancement to support the City's Biodiversity Action Plan.	b) Improving the conservation value of the green spaces c) Improving our knowledge of the biodiversity of the green spaces

Appendix 3 - Enjoying Green Spaces and the Natural Environment.

Table of grant applications declined

OS Division	Organisation	Proposal	Requested amount	Reason
BURNHAM BEECHES	FARNHAM COMMON MIDDLE SCHOOL	Provision of outside learning for pupils of Farnham Common Junior School.	£8,000	<ul style="list-style-type: none"> • Insufficient funding available. • Limited benefit to Burnham Beeches
EPPING FOREST	LEYTON ORIENT TRUST	Cycling & football programme to improve general well-being and promote community cohesion in the Wanstead flats area.	£10,030	<ul style="list-style-type: none"> • Insufficient funding available. • Proposal doesn't match aims of the forest. • No contact made with COL officers
EPPING FOREST	EPPING FOREST HERITAGE TRUST	Develop a wider programme of work in Epping forest to lighten the visitor footprint on the forest. Create 'Forest Friendly' visitors guide and exhibition.	£12,000	<ul style="list-style-type: none"> • Insufficient funding available. • Project replicates services already provided by CoL.
HH, CG, WHP	CAMPAIGN TO PROTECT RURAL ENGLAND LONDON	Conducting public surveys in three CoL Corporation green spaces to map relative tranquillity as part of a Tranquil London project.	£14,875	<ul style="list-style-type: none"> • Insufficient funding available • Limited information and little benefit to CoL
	CITY OF LONDON ACADEMY, SHOREDITCH PARK	To allow students at the Academy have access to green spaces and sports facilities in London	£25,000	<ul style="list-style-type: none"> • Outside eligibility criteria. • Request is above award maximum.

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Committee: Open Spaces & City Gardens	Date: 08 April 2019
Subject: 2019/20 Events Fees and Charges – City Gardens	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>This report proposes that the fees and charges for events that are held in City Gardens sites throughout the 2019/20 financial year are increased by approximately 5%.</p>	
Recommendation	
<p>Members are asked to:</p> <ul style="list-style-type: none">• Approve the proposed 2019/20 fees and charges as set out in Appendix 1 of this report.	

Main Report

Background

1. The City Gardens Team processes requests from members of the public, charitable groups and corporate organisations to hold events within its gardens.
2. Members approved the updated City Gardens Events Policy in July 2018. The policy does not need reviewing, however the Fees and Charges that are laid out in appendix 1 of that report are intended to be reviewed on an annual basis.

Current Position

3. The hire of City Gardens sites generates a small income that is used to contribute towards the maintenance cost of our sites and staff resources. In 2017/18, £7,057 was generated and at time of writing it is anticipated that £8,227 will be generated for the 2018/19 financial year. The most popular type of event continues to be wedding photography and associated celebrations with up to 50 participants.
4. Allowing events has an impact not only on the gardens but also staff resources within the City Gardens team. Whilst the total amount of income

delivered is relatively low, this is a service that is important to our communities and needs to be financially sustainable and contribute towards the maintenance and upkeep of our gardens.

Proposals

5. It is proposed to increase Fees and Charges by 5%. This amount is to cover staff salary increases, which presents much of the cost to the City in facilitating events and to help meet saving targets for 2019/20.
6. This increase will be applied across the board to all Fees and Charges apart from deposit fees that will not be increased.
7. This increase will be implemented immediately, though will not affect bookings already made.

Corporate & Strategic Implications

8. The provision of a well-designed events programme supports a number of key City of London Corporate Plan outcomes as follows:
 - 4. Communities are cohesive and have the facilities they need.
 - 12. Our spaces are secure, resilient and well-maintained.
9. It also supports a number of outcomes in the Open Spaces Departmental Business Plan:
 - Our open spaces, heritage and cultural assets are protected conserved and enhanced.
 - Our practices are financially, socially and environmentally sustainable.

Implications

10. **Financial Implications** - The financial implications are contained within the body of the report.
11. **Legal Implications** - Section 7 of the City of London Corporation (Open Spaces) Act 2018 authorises the City to impose charges for admission to an open space area where access is restricted for an event, and requires that the power be exercised in accordance with the relevant policy. Paragraph 15.8 of the Open Spaces Event Policy 2018 makes provision for the charges and also provides that the schedule of charges will be reviewed annually. The exercise of the charging power and the review of charges is in accordance with the 2018 Act and the Policy.

Conclusion

12. Events held in City Gardens are important to our communities. The proposed increase in Fees and Charges reflects increased costs, enables us to continue to facilitate events in a sustainable manner and provides a small amount of income that contributes towards maintaining our gardens and our staff resources.

Appendices

- Appendix 1 - Proposed Fees and Charges for 2019/20

Background Papers:

City Gardens Event Policy Review – Open Spaces and City Gardens Committee, 16 July 2018

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Fee Type	Amount 2018/19	Amount 2019/20	Uplift
Wedding/Other photography			
Wedding/Other photography for 2 hours	£164	£172	5%
Private Hire, Weddings & Civil Partnerships			
Basic Hire Fee			
1st hour (between hours of 8am – 6pm)	£304	£319	5%
Subsequent hours	£140	£147	5%
½ day (8am – 1pm) (1pm – 6pm) £862	£862	£905	5%
Full day (8am – 6pm) £1,561	£1,561	£1,639	5%
Each additional full day (if the same event) – please state number of additional days Per Day	£780	£819	5%
Required set up / de-rig time outside of the event hire time – per hour.	£140	£147	5%
Damage deposit (£500 or 25% hirefee whichever is the greater)	£500 or 25%	£500 or 25%	
Commercial/corporate events			
Application Fee	£164	£172	5%
Basic Hire Fee			
Per hour (between hours of 8am – 6pm)	£140	£147	5%
½ day (8am – 12noon) (1pm – 6pm)	£698	£733	5%
Full day (8am – 6pm)	£1,397	£1,467	5%
Ticketed events 15% of receipts additional to basic hire fee	15%	15%	
Additional event day	£780	£819	5%
Set up/clear away per day per hour	£140	£147	5%
Booking Deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	£500 or 25%	
Damage deposit (£500 or 25% hirefee whichever is the greater)	£500 or 25%	£500 or 25%	
Non-profit/charity events			
Basic Hire Fee			
1st hour (between hours of 8am – 6pm)	£163	£171	5%
Subsequent hours	£105	£110	5%
½ day (8am – 1pm) (1pm – 6pm) £862	£529	£555	5%
Full day (8am – 6pm) £1,561	£1,106	£1,161	5%
Each additional full day (if the same event) – please state number of additional days Per Day	£553	£581	5%
Required set up / de-rig time outside of the event hire time – per hour.	£105	£110	5%
Damage deposit (£500 or 25% hirefee whichever is the greater)	£500	£525	5%
Corporate Volunteer Days			
Application Fee	£164	£172	5%
Corporate volunteer days per head per day	£55	£58	5%

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Committees: Corporate Projects Board <i>[for decision]</i> Open Spaces Committee <i>[for decision]</i> Projects Sub Committee <i>[for decision]</i>	Dates: 29 March 2016 08 April 2019 24/04/2019
Subject: Finsbury Circus Garden Reinstatement Unique Project Identifier: 11797	Gateway 3 Complex Issue Report GW3
Report of: City Surveyor Report Author: Ruby Raw	For Decision
<h1 style="margin: 0;">PUBLIC</h1>	

1. Status update	<p>Project Description: Finsbury Circus Garden and Pavilion Reinstatement</p> <p>RAG Status: Red</p> <p>Risk Status: Medium (Reported as 'Amber' at GW3)</p> <p>Previous estimated cost (excl. risk): £5.27m</p> <p>Total Estimated Cost (excl. risk): £6.17m</p> <p>Change in Total Estimated Cost (excl risk): Increase of £896,707.</p> <p>Total approved to date: £240,500</p> <p>Spend to Date: £133,746</p> <p>Cost requested in this report: £136,450</p> <p>Costed Risk Provision Utilised: £0k</p> <p>Slippage: Project on hold.</p> <p>If approved to recommence anticipated delay 1 year.</p> <p>Progress to date</p> <ul style="list-style-type: none"> There are significant risks in continuing further with the project without access to the site in order to undertake necessary surveys which are critical for informing advanced design development. Site access can only be achieved once Crossrail (CRL) has handed back the
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site, originally scheduled for September 2018. CRL have extended the duration of site occupation and have not yet confirmed an off-site date for Finsbury Circus. Progress on site suggests that it is likely their site will be decommissioned their construction site by the end of Summer 2019 and finally vacated by Autumn 2019.

- The consultant team were procured as a multi-disciplinary team via the HCA framework which achieved a compliant appointment via the quickest route available.
- The team produced an acceptable concept design which was presented to Members and approved in a GW3 Options Appraisal in July 2018.
- During the RIBA Stage 2 design process officers raised concerns they were unhappy with the developing designs and improvements were required. Improvements were made but were not substantial enough for officers to remain confident that the concept designs were buildable within the budget and a manageable maintenance regime.
- On 15 November 2018 an Open Spaces Members Working Group agreed to terminate the appointment of the existing design team and procure a new professional team based on the disappointing results.
- The Project Sub Chairman and Deputy Chairman were briefed on the decisions to terminate the appointment but asked officers to approach the incumbent design team to see if they were prepared to address the shortfalls in their current design without incurring additional fees. Officers engaged with the design team who have made it clear they are unwilling to undertake design revisions without additional fees. Their appointment is consequently being terminated.
- In addition to the agreement to terminate the design team's appointment the Open Spaces Members Working Group also agreed to pause the project until certainty of CRL's departure date is obtained.
- The City is currently engaged in negotiations with CRL on settlement of the compensation claim for their occupation of the garden and some heads of claim in this respect are outstanding. This matter is reported to Members under separate cover; the reinstatement project will be partially funded by the total sum receivable from this claim.
- Separately, the City has a claim for settlement damage to the garden (and wider highway areas at Finsbury

	Circus) which is currently with the loss adjuster. This will include the cost of remedial works for damage to the perimeter walls and railings, estimated at £650K.																					
<p>2. Requested decisions</p>	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Approve the recommencement of work on the project and 2. Approve Fees for procuring a new consultant team in the total sum of £136,450, 3. Note the changes below; <ul style="list-style-type: none"> • The estimated increase in the project value from £5,274,800 at GW3 to £6,171,500 at this GW. • These increases are as a result of change requests included into the scope, totalling £728,800 as detailed in appendix 4. • abortive fee costs incurred of £65,246 • The provision of a sum for paying the remainder of consultant Stage 3 fees (£35,137) for Stage 3 into the Risk Register to cover costs if consultants demonstrate they are entitled for further payment. • Uplift in fees in total project cost by £167,907 • Note change in project timeline key dates in Appendix 3 • Note that Crossrail are obliged to provide an interim landscape as part of their works to exit the site. Therefore, Finsbury Circus Gardens will be re-opened to the public as soon as possible, in accordance with the City Of London (Various Powers) Act 1900 until a contractor is appointed to build the garden and pavilion. 																					
<p>3. Budget</p>	<p>Estimated Total cost of the project:</p> <ul style="list-style-type: none"> • £6,171,500 (excluding priced risk) <p>Previous estimated total cost of the project:</p> <ul style="list-style-type: none"> • £5,274,800 (excluding priced risk-GW3 July 2018) <table border="1" data-bbox="528 1559 1385 2004"> <thead> <tr> <th>Item</th> <th>GW3</th> <th>GW3 Issues</th> </tr> </thead> <tbody> <tr> <td>Pavilion and Landscape construction cost</td> <td>£4,757,000</td> <td>£4,757,000</td> </tr> <tr> <td>Surveys</td> <td>£33,800</td> <td>£33,800</td> </tr> <tr> <td>Staff Costs</td> <td>£40,000</td> <td>£40,000</td> </tr> <tr> <td>GW3 Issues scope change requests included in this report</td> <td>-</td> <td>£728,800</td> </tr> <tr> <td>Consultant Fees (inc. abortive and additional requested in this report)</td> <td>£444,000</td> <td>£611,900</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>£5,274,800</td> <td>£6,171,500</td> </tr> </tbody> </table>	Item	GW3	GW3 Issues	Pavilion and Landscape construction cost	£4,757,000	£4,757,000	Surveys	£33,800	£33,800	Staff Costs	£40,000	£40,000	GW3 Issues scope change requests included in this report	-	£728,800	Consultant Fees (inc. abortive and additional requested in this report)	£444,000	£611,900	Total	£5,274,800	£6,171,500
Item	GW3	GW3 Issues																				
Pavilion and Landscape construction cost	£4,757,000	£4,757,000																				
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Total	£5,274,800	£6,171,500																				

	Risk	£814,000	£807,000	
	<ul style="list-style-type: none"> • No Costed Risk is requested for draw down at this point • Funding source for works will be reviewed at Gateway 4 • Additional costs to the project set out below 			
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Fees up to the next Gateway <i>(Estimated)</i>	For appointing new consultant team up to next Gateway	Crossrail Compensation	£136,450
	Total up to the next Gateway			136,450
	Additional Project Fees <i>(Estimated)</i> *This is includes the item above	Additional fees for consultant services: Planning/ Heritage, CDM Advisor, Project Manager and Contract Administrator.	Will be reviewed at Gateway 4	£167,907*
	Additional Project Scope changes <i>(Estimated)</i>	Accommodate client user requirements, tenant user requirements, remedial works caused by damage from Crossrail construction, include Member Working Group feedback	Will be reviewed at Gateway 4	£728,800
	Total Project increase			£896,707
	<p>Costed Risk Provision requested for this Gateway: £50,750 (as detailed in the Risk Register – Appendix 2)</p>			
4. Issue description	<p>1.Recommence the Project:</p> <p>Crossrail has still not confirmed a date for vacating site but from observation, they have begun the process of decommissioning. The timeline for the project, should it recommence now, will allow time for the procurement of a</p>			

	<p>new consultant team, continuing design development and the undertaking of site surveys to coincide with Crossrail's departure. The projected timeline is detailed in Appendix 3.</p> <p>2. Change in Project Timeline:</p> <p>The key project dates have been deferred as a result of the project being paused. A completion date of April 2020 was reported in the Gateway 3 report in July 2018. The completion date is now projected for April 2021 assuming the request to recommence the Project is approved, and dependent on CRL vacating site this autumn.</p> <p>3. Fees for appointing a Professional consultant Team:</p> <p>Fees are requested to appoint a new design team consisting of Architect, Landscape Architect, QS, Structural and Mechanical and Electrical Engineering services, Acoustic, Catering, Fire and Archaeology consultants to take forward the initial RIBA Stage 2 proposals. In addition to these appointments, other consultant disciplines have been identified for the development of the project including Planning / heritage advisor, CDM Advisor and Project Manager/Contract Administrator. These fees are estimated at: £198K up to the next Gateway, Gateway 4.</p> <p>As only a portion of the budget was expended, the amount needed to cover these additional costs totals to £136,450.</p> <p>Please note that fee estimates are now based on 'Option 3' which increased the scope of the project to include a first floor and roof terrace into the Pavilion. This was approved by Members in the Gateway 3 report.</p> <p>4. Project scope changes:</p> <p>During design development, changes to the brief have been requested and logged in the change register appended to this report. These have been costed to the value of £728,800 and are recommended for approval.</p> <p>The largest change request is the inclusion of remedial works to the perimeter wall and railings caused by settlement damage from Crossrail's construction works. This has been estimated at £650K. Compensation for this is included as an item in the City's claim for settlement damage of assets caused by Crossrail which is currently under negotiation. It is anticipated that the funding from this will be ringfenced for this project and will not require internal funding sources.</p>
<p>5. Options</p>	<p>1. Recommence Project now – Recommended</p> <p>The projected timeline anticipates that Crossrail will have had enough time to decommission before it is necessary to undertake surveys for developing the new proposal. Therefore, the risks of developing abortive design and consequential</p>

	<p>additional costs, reputational damage and programme delays are considered have reduced sufficiently to enable work on the project to recommence.</p> <p>It is expected that this will minimise the interim period between Crossrail vacating and construction of the pavilion and garden reinstatement. However, although reduced, there is still a risk that Crossrail will not meet this timeline which will have a negative impact on the project.</p> <p>2. Recommence Project when Crossrail is off site.</p> <p>Crossrail are obliged to install an interim landscape prior to their departure to allow for Finsbury Circus to be reopened to the public, thereby complying with the City of London (Various Powers) Act. However, the scheme will not be comprise a quality design and a new refreshment facility to replace the former Pavilion will not be in place.</p> <p>The projected timeline estimates that the interim landscape will be in place for 6-8 months before construction of the refreshment facility and Landscape begins.</p> <p>If the project is halted until Crossrail are off site, the risks outlined above would be mitigated but the reinstatement project would be delayed further, including the letting of the new Pavilion building, and consequently delaying future income generation.</p>
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Project Dates
Appendix 4	Change register

Contact

Report Author	Ruby Raw
Email Address	Ruby.Raw@cityoflondon.gov.uk
Telephone Number	02073323056

Project Coversheet

[1] Ownership

Unique Project Identifier: 11797

Core Project Name: Finsbury Circus Garden and Pavilion Reinstatement

Programme Affiliation (if applicable): N/A

Project Manager: Ruby Raw

Next Gateway to be passed: Gateway 4

[2] Project Brief

Project Description: After Crossrail vacate Finsbury Circus, this project will design and Construct a new garden to be installed after Crossrail vacate from site and a pavilion design which will generate income for the City.

Definition of need: Finsbury Circus is the oldest and one of the most prestigious public parks in the City. Crossrail used two thirds as a construction site and a scheme needs to be implemented to return the space to a garden and building fit for purpose and open to the public in accordance with the City of London (Various Powers) Act 1900.

Key measures of success: Driver is QUALITY

1. A reinstated landscape fit for Future City but also respects the rich history of this strategically important location
2. Delivery of a refreshment pavilion which is well used, meets the needs of its users and is fitting for the location.
3. Pavilion should provide a sound business opportunity and income generating asset achieving significantly more income than the pre-existing pavilion.

[3] Progress Status

Expected timeframe for the project delivery: Estimated completion Spring 2021

Key Milestones: Gateway 4, Gateway 5

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

The project was paused in November 2015 after Crossrail announced that their overall programme was delayed by a year. Crossrail have begun to decommission the site

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

None to date

[4] Finance and Costed Risk

Headline Financial, Scope and Design Changes: At Gateway 3, members approved an option for the Pavilion building which included a first floor and roof terrace. This was expected to increase construction costs by £535K. The return on the

Since 'Project Briefing' G1 report:

- Total Estimated Cost (excluding risk): £250K-£5m
- Costed Risk Against the Project: no costed risk included

Scope/Design Change and Impact: None NB – initial report was GW 1/2

Since 'Project Proposal' G2 report (PSC Approval 31/01/2017):

- Total Estimated Cost (excluding risk): £250K-£5m
- Resources to reach next Gateway (excluding risk): £191K
- Spend to date: £0

- Costed Risk Against the Project: **no costed risk included**
- CRP Requested:
- CRP Drawn Down: **None**

Scope/Design Change and Impact:

- Members approved 'Option 3' at Gateway 3 Options Appraisal, which increased the scope and cost; Additional first floor and roof terrace which increased estimated cost of £535K.

Since 'Options Appraisal and Design' G3 report (PSC Approval xx/yy/zz):

- Total Estimated Cost (excluding risk): **£6.17m**
- Resources to reach next Gateway (excluding risk): **£136,450 in this report,**
- Spend to date: **£133,746**
- Costed Risk Against the Project: **£807K**
- CRP Requested: **£0**
- CRP Drawn Down: **None**

Scope/Design Change and Impact:

	Item change requested	Estimated cost	Impact on programme
1	Increase the Gardeners' accommodation by 17m2 (from 20m2 to 37m2) to meet user requirements.	17,500	none
2	Double gate to gardener's store for vehicle access	3,000	none
3	Inclusion of white rock surface wall finish in kitchen will benefit the tenant fit out.	32,000	none
4	Inclusion of Irrigation system to cover planted areas (4783m3)	14,300	none
5	Power point connections (3 allowed for) within the landscape to facilitate any Events / Art which may take place in the future.	12,000	none
6	Include works to remediate settlement damage for the outer wall and paving for outer path resulting from the construction of the Crossrail station which lies beneath Finsbury Circus. Compensation for this has been included in a wider claim which is currently being negotiated between Crossrail and the City.	650,000	none

7	Building should have frontages on all sides as far as possible *Please note that the budget sums allocated for these items are estimates as there is no design to use as a base to quantify these elements	Unknown*	none
8	Building should integrate a 'greening' to building surfaces within reason *Please note that the budget sums allocated for these items are estimates as there is no design to use as a base to quantify these elements	Unknown*	none
9	Project has been paused since November 2018 to mitigate risks of continuing the project without information from site surveys. Recommencement of the project is due when Crossrail exit date is certain.	none	Anticipated 1-year delay.
10	The design team on the project has not performed satisfactorily since RIBA stage 2. It was agreed at the Member working group to terminate their appointment and procure a new team once Crossrail's exit was more certain.	Abortive fees incurred £65,246	None
11	Procurement of a new design team and other consultant disciplines requires additional funds	£136,450	None
Total		£930,496	1 year

1.

Since 'Options Appraisal and Design' G4 report (PSC Approval xx/yy/zz):

- Total Estimated Cost (excluding risk): *N/A*
- Resources to reach next Gateway (excluding risk): *N/A*
- Spend to date: *N/A*
- Costed Risk Against the Project: *N/A*
- CRP Requested: *N/A*
- CRP Drawn Down: *N/A*

Scope/Design Change and Impact: N/A

Since 'Authority to start Work' G5 report (PSC Approval xx/yy/zz):

- Total Estimated Cost (excluding risk): *N/A*

- Resources to reach next Gateway (excluding risk): N/A
- Spend to date: N/A
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

Scope/Design Change and Impact: N/A

Total anticipated on-going commitment post-delivery [£]: to be reviewed upon further design development

Programme Affiliation [£]:to be reviewed upon further design development

Top risk: <threat that has not come to pass>

<i>Risk description</i>	Substation is required to provide increased power for power requirements of the new scheme.
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Top issue realised <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Crossrail extended site occupation prevented site surveys to be undertaken.	This exposed the City to significant risk in design development phases and going forward. Project has been put on hold until a more certainty of Crossrail's exit is established.	1 year delay for completion

[5] Member Decisions and Delegated Authority

- An affiliated report is going to City Gardens and Open Spaces committee under urgency in April 2019 which references Crossrail's progress.
- Member Working Group agreed to pause the project and stand down the existing design team in November 2018

PROPERTY PROJECT GROUP - PROJECT RISK REGISTER

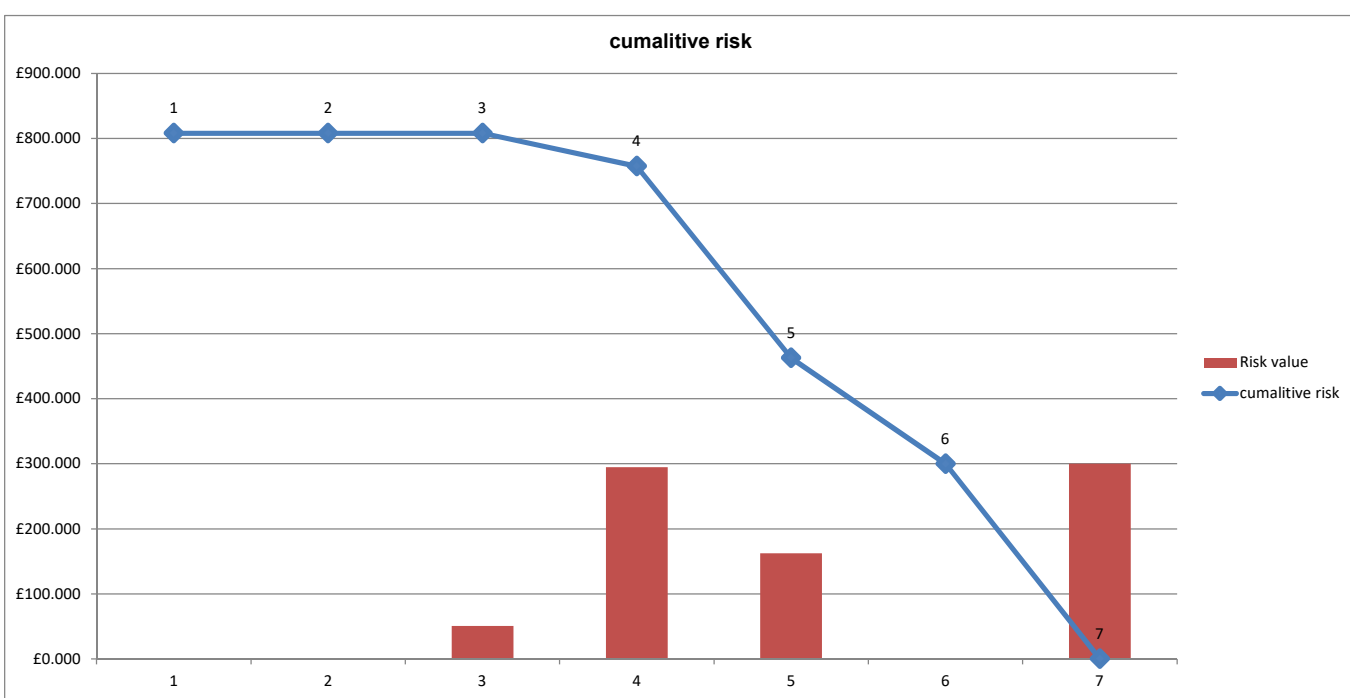
Project	Finsbury Circus	1. Overall risk synopsis
Project Number	17800015	Synopsis:
Risk owner	City of London unless otherwise stated	
Date of review	04.07.18	

2. Risk profile synopsis by sector

Risk sector	red risk (£'000)	amber risk (£'000)	green risk (£'000)	sector risk (£'000)	No. Unassessed risk	Risk sector synopsis graph	Risk sector synopsis
						0 200 400 600 800 1000 1200 1400 1600	
Capital Expenditure	0	0	61.4125	61.4125	0		0
Law & policy	0	0	0.72	0.72	0		No key risks of law / policy change
Marketplace	0	36.5625	15	51.5625	0		Framework procurement route for consultants dictated by programme.
People	0	0	21.9125	21.9125	0		Allowance for Archeologist to be determined.
Reputation	0	0	9.375	9.375	0		No key risks of law / policy change
Technology	400	223.75	0	623.75	0		Insufficient record documentation to design substructure. Consultation with utilities required.
Consents	0	26.25	13.125	39.375	0		Abortive fees possible given the planning risk in listed setting.
Construction	225	349.75	106.875	681.625	0		Archeology and substructure most significant risks associated with construction, delay and additional preliminaries.
Insurance	0	0	0	0	0		No anticipated general insurance risk
Totals	625	636.3125	228.42	1489.7325	0		

3. Risk Profile synopsis by programme

CoL Gate	RIBA	risk value	cumalitive risk
1	Stage 1	£0.000	808.1075
2	Stage 2	£0.000	808.1075
3	Stage 3	£50.750	808.1075
4	Stage 4	£294.820	757.3575
5	Stage 5	£162.538	462.5375
	Stage 6	£0.000	300
7	Stage 7	£300.000	0
		808.108	



Notes: This is a summary of the full project risk register consisting of data automatically reported from the full register and commentary based on the last review. Table and graph show total risk ratings (£'s) from each sector (as listed to the left of the graph) from the full register. Red risks are rated >£100,000, amber £25,000 - £100,00 and green <£25,000. Total risk cost for each sector is given in the white column. Please note because of their higher value red risks will tend to dominate the graph, which simply presents the data in the table graphically. Blue column shows number of unassessed risks in each sector (insufficient information etc). This represents the degree of uncertainty - higher the number the higher the uncertainty. The one line synopses are reported automatically for each sector from the full register.

4. Top 5 Risks

	Key Specific Risk	Loss (£'000)
1	Substation requirement	225
2	Construction adjacent to underground line	225
3	Ground settlement following CRL vacating the site.	175
4	Delays designing and installation of utilities	75
5	Unkown below ground obstructions	75

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Appendix 3

Project timeline Dates: Finsbury Circus Garden and Pavilion Reinstatement

New Milestones have been highlighted in Green

Milestone	Previously reported at GW3	Now anticipated:
New Design Team appointed	-	May 2019
Open Spaces Member Working Group #3	-	Jul 2019
Finalise design options	Aug 2018	Jul 2019
Crossrail decommission site	-	Summer 2019
Submit detailed planning application	Oct 2018	Sept 2019
Crossrail off site	Oct 2018	October 2019
Submit GW4	Oct 2018	Oct 2019
Seek building tenders	Oct 2018	Nov 2019
Submit GW5	Mar 2019	Feb 2020
Appoint building contractor	Apr 2019	Mar 2020
Estimated start on-site	Mar 2019	Mar 2020
Practical completion	Apr 2020	Feb 2021
Open Finsbury Circus (after Pavilion tenant fit out)	-	Apr 2021

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Committee(s): Open Spaces and City Gardens Committee Epping Forest and Commons Committee	Date(s): 8 April 2019 20 May 2019
Subject: Proposed National Nature Reserve status for the Coulston Commons and Happy Valley	Public
Report of: Colin Buttery, Director of Open Spaces	For Decision
Report author: Andy Barnard, Superintendent of the Commons	

Summary

At the January 2019 meeting of this Committee, Members authorised Officers to progress the declaration of a proposed National Nature Reserve (covering the Coulston Commons and Happy Valley) with Natural England and in partnership with the London Borough of Croydon, so that a formal proposal could be developed and reported by May 2019. Additional meetings with Natural England and the London Borough of Croydon have since ensued.

Recommendation(s)

Members are asked to:

- i. Approve the confirmation, by Natural England in summer 2019, of the ‘South London Downs National Nature Reserve’ with completion of their formal declaration process by November 2019.

Main Report

Background

1. National Nature Reserves (NNRs) are a Natural England declaration that reflects the recreational and conservation value of important sites across England. NNRs are recognised as being ‘our finest wildlife sites’. There are currently 224 NNRs in England, covering 360 square miles (0.7% of England).
2. Natural England produced a new NNR strategy in 2017 that encourages the consideration of additional NNR’s across England that meet their strategic criteria. Appendix 1
3. There are currently only two NNR’s in Greater London i.e. Richmond Park and Ruislip Woods.
4. Two of the City’s Open Spaces already have NNR status; both are within The Commons Division namely, Burnham Beeches NNR in Buckinghamshire (declared 1992) and Ashted Common NNR in Surrey (declared 1995).

5. In January 2019 your Committee authorised Officers to progress the designation of a pNNR (covering the Coulsdon Commons and Happy Valley) with Natural England and the London Borough of Croydon, so that a formal proposal could be developed and reported by May 2019.
6. At that time Members were also informed that the name of the new NNR, should it be declared, is to be 'The South London Downs National Nature Reserve' a name that recognises both its geographic location within Greater London and its geology.
7. NNR's are declared by NE under the National Parks and Access to the Countryside Act, 1949. Private landowners that manage the NNR network must meet the standards set by NE to become an 'Approved Body'
8. The City of London has been an 'Approved Body' since 1992. The process of attaining Approved Body status for LBC will run concurrently alongside the NNR declaration.
9. 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 necessary to maintain their value. The NNR declaration is a high profile opportunity for the City to celebrate the importance of the Commons to local people and the conservation and access work being undertaken.
10. A map of the proposed NNR (pNNR) 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 scope to further enlarge the boundary of the NNR later should that be desired.

Current Position

11. Discussions have continued between The City of London, LBC and NE since January 2019 and agreement reached concerning the shared organisational Vision, Mission and Objectives for the pNNR. These are documented as the 'Joint Statement of Intent' and shown below:
 - a. **NNR Title:** South London Downs National Nature Reserve.
 - b. **NNR Vision:** The South London Downs nature is restored, enriched and treasured by the people it supports.
 - c. **NNR Mission:** To ensure the South London Downs NNR thrives. We act beyond boundaries. We harness the power of partnership, combining passion, science and innovation to create resilient landscapes, rich in wildlife, where people can engage with the natural world
 - d. **NNR Objectives:** Land owners will work in partnership, within available resources, to achieve the vision of the NNR by:
 - i. Managing the NNR across ownership boundaries to harmonise the benefits of biodiversity, science and recreation;
 - ii. Working collaboratively to maximise positive management;

- iii. Engaging local communities and visitors in the maintenance, enhancement and further landscape resilience of the NNR via volunteering, education, research and recreation;
 - iv. Developing long term monitoring programmes to increase understanding of the natural environment
 - v. Working collaboratively to provide opportunities to enhance the health and wellbeing of local communities and visitors through engaging and creative projects;
 - vi. Ensuring the NNR is appropriately recognised in local planning policies and local decision making
 - vii. Sourcing external funding for collaborative projects
 - viii. Enhancing landscape resilience, joining up with external sites to extend the reach of the NNR as opportunities arise
12. A detailed document providing further the background information to the pNNR can be found in Appendix 2.
13. It is proposed that governance of the partnership will be developed at an early stage of the partnership and once the declaration is approved. Consideration is currently being given to the eventual adoption of the 'Consultative Group' approach that already operates across The Commons but other models remain possible and the eventual approach should be given time to take shape.
14. Officers of LBC are taking a similar report through their procedural channels and anticipate approval in readiness for formal declaration of the pNNR by July 2019.
15. Natural England have formally expressed their support to the City of London concerning the declaration of the new pNNR and have set out the timetable for their internal procedures leading to formal designation. Appendix 3.
16. NE has also developed a very useful Q&A document to provide background information and assist consistent messaging. Appendix 4.

Proposals

17. It is proposed that:
- a. Members approve the designation of the pNNR, subject to successful:
 - i. Approval by LBC
 - ii. NE status confirmation – July 2019
 - iii. NE Declaration – November 2019
 - b) A tentative launch date to be determined but likely to be timed to coincide with National Park City week 21-28 July 2019 to which Councillors, Members, Officers and Members of the public will be invited to attend. Early discussion indicate that Wednesday 24th July best suits the various partners.

Corporate & Strategic Implications

18. The recommendations of this report supports the Corporate Plan with particular reference to the following aims:
 - a. Contribute to a flourishing society**
 - b. Shape Outstanding Environments**

And supports the Open Spaces Business Plan as follows:

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

Implications

19. Experience at Burnham Beeches and Ashted Common indicates that NNR status does not place an additional funding burden on the City. Indeed the status can attract additional funding, particularly towards the cost of education, research and monitoring as well as help to raise the landowners profile and facilitate grant applications.
20. Management activity on the City's Coulsdon Commons within the pNNR, will continue to be met from local risk budgets according to the available resources and with continuing reliance on external grants and income generation.
21. 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 available resources.
22. 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 can give greater weight to environmental protection issues as part of Local Authority Local Plans.

Open Spaces Charities

23. The Coulsdon Commons are Registered Charity No 232989. 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 that charity

Conclusion

24. NNR status is considered to be cost neutral yet provides enhanced reputational value to the owners of the land and their management of the natural environment and will facilitate further grant funding opportunities.
25. NNR status of the Coulsdon Commons, as part of the South London Downs NNR, would demonstrate the City's commitment to the Government's strategic aim to create landscape scale conservation projects.
26. 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 the South London Downs NNR and seek authority to proceed according to the timetable shown in paragraph 17.

Appendices

Appendix 1. Natural England's NNR Strategy

Appendix 2. Further background. South London Downs NNR

Appendix 3. NE letter of support to the City of London Corporation

Appendix 4. Q&A briefing paper

Map 1. pNNR boundary, SSSI status and ownership.

Background papers

December 2018 and January 2019 reports to Open Spaces and Epping Forest and Commons Committees.

Andy Barnard

Superintendent. The Commons

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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/Martin Drevitt

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 brings 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/Inezes 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/Rebecca Smith

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.



© National Trust / Paul Harris

Sandscale Hawes NNR

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.

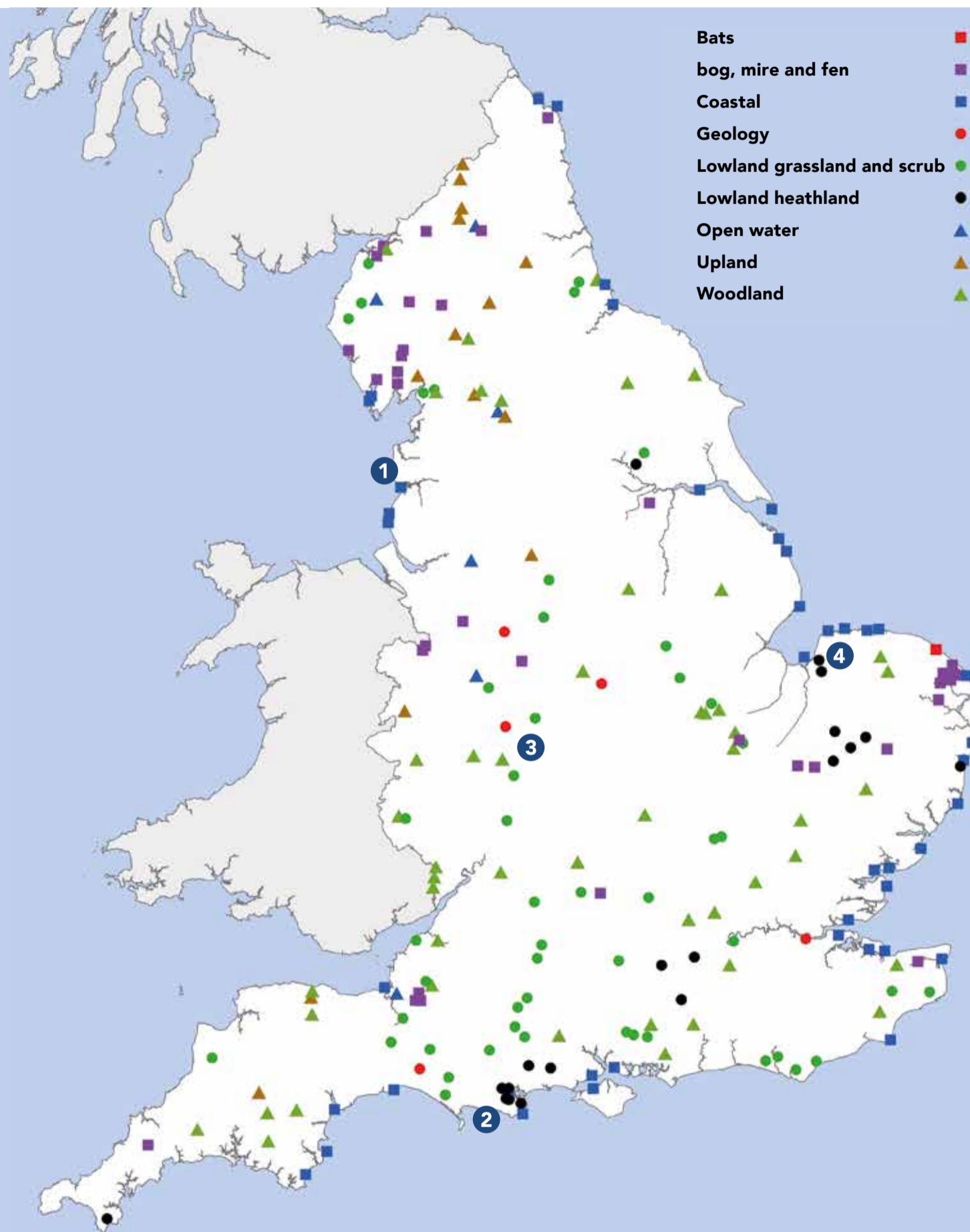
Interested? Go and explore, get involved in your local sites and enjoy your natural heritage.

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 Sheepscombe Common © Natural England/Peter Wakely; Hindisfarne © Natural England/John Dunn;
Walkers on Shapwick Heath © Natural England/Paul Gleadow; 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.



© Environment Agency



© Natural England/Chris Hoddinott



© Natural England/Alan Drent



© Natural England/Alan Drent

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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Appendix 2.

South London Downs NNR - Further Background

The Chalk Downlands of the proposed NNR is a combination of SSSI and non SSSI land, owned and managed by the City of London Corporation and the London Borough of Croydon. The proposed NNR (pNNR) area includes the following SSSI's:

- Riddlesdown (Calcareous Grassland, Vascular Plant assemblage and Scrub)
- Farthing Downs and Happy Valley (Lowland Grassland, Calcareous Grassland, Greater Yellow Rattle & Woodland)

The pNNR also includes non-designated land:

- Coulsdon Common
- Kenley Common
- Hawkhurst
- New Hill
- Sanderstead to Whyteleafe countryside area (SWCA)

Croydon has the largest population of all the London Boroughs, its urban location emphasises the importance of the areas access to nature and open space is very important for this population. The pNNR would be the third in London and with its location on the urban perimeter, it could connect a large population with the natural landscape. The extensive area semi-natural Downland habitats, is the largest remaining in greater London. The pNNR will contain two SSSI's with the land outside of equally important habitat, mostly managed within agri-environment schemes. The pNNR area offers huge recreational opportunity and access to nature for some of the 363,378 (2011) (384,837 - 2017 estimate population) people living in Croydon and populations beyond.

The pNNR would cover an area of 417ha, with a huge variety of habitats and species, including: Calcareous Grassland, Scrub Mosaic, Broadleaved Woodland, Mixed Woodland, Yew Woodland, Neutral Grassland. Key species - Greater Yellow Rattle, Orchid Sp., Speckled Wood Butterfly, Sliver-wash fritillary, Dogs Mercury, Rampion, Small Blue Butterfly, White Mullein, Kidney Vetch

The pNNR's current boundary is owned and managed by The City of London Corporation and the London Borough of Croydon. Both organisations have a track record of conservation across these sites others in their ownership. The City of London Corporation are already an approved body, managing Ashtead Common NNR in Surrey and Burnham Beeches in Buckinghamshire.

NE's involvement in the area is primarily through the protected sites and the management of the agri-environment schemes held by both land owners.

NNR opportunity – The new strategy delivered in 2017 opened up an opportunity to improve our national network of NNR's. This pNNR embodies the 4 key elements of the new strategy, contributing to conservation, environmental research, access for people and

building on partnerships. There are plenty of future opportunities in and around the pNNR for health, wellbeing, education and nature conservation.

The pNNR is a chance to strengthen engagement beyond the existing 'audience'. It will reconnect local people and those visiting from further afield. This includes physical connection, mental connection, interdependence between nature and people and the reliance on the services nature provides (clean air/water /soil/ flood protection etc.).

There could be potential for future collaboration with other adjacent landowners to improve the chalk downlands and connect with other adjoining boroughs.

13th March 2019

Our ref: South London Downs NNR



Colin Buttery
City of London Corporation
Irish Chamber,
1 Guildhall Yard,
London
EC2V 5AE

Natural England
Area 5A Nobel
House
17 Smith Square
London
SW1P 3JR

Dear Colin,

Proposed declaration of the South London Downs National Nature Reserve

This letter confirms Natural England's support for the declaration of a new National Nature Reserve (NNR) in South London. Natural England are looking to take forward the proposal to declare the South London Downs NNR, including land owned and managed by the City of London and the London Borough of Croydon. The proposed South London Downs NNR will comprise of 417ha of land on the urban fringe of London.

Natural England are working on the proposed NNR with an aim to launch in summer 2019 and official completion of declaration by November 2019. The declaration process outlined below is subject to change depending on Natural England board proceedings.

Declaration process:

Proposal to NNR estates panel – Approved 6th December 2018 (complete)

Proposal to Senior Leadership Team – April 2019

Proposal to Natural England Board – June 2019

Launch Event - 21- 28th July National Park City Week

Internal NE documentation complete – Declared November 2019

The approved body status for London Borough of Croydon will run concurrently alongside the NNR declaration.

Yours Sincerely,

Adam Wallace

Strategy and Partnerships Manager – Thames Team

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South London Downs National Nature Reserve: Question and Answer briefing (Q&A)

What is the proposal for the South London Downs National Nature Reserve?

The proposal is to declare a 417ha of land along the border of Croydon and Surrey as a National Nature Reserve. The new National Nature Reserve will be the third in Greater London (Ruislip Woods and Richmond Park being the other two). With its unique location on the edge of a large urban area, it will represent and further underline the importance of this asset for the local people and wildlife.

What is a National Nature Reserve?

National Nature Reserves were established under the National Parks and Access to the Countryside Act 1949 to protect some of our most important habitats, species and geology and additionally provide 'outdoor laboratories' for research. They have the ability to inspire. They are places where protecting wildlife goes hand in hand with learning, understanding and enjoyment, whilst offering great opportunities for people to experience wildlife at first hand and to learn more about nature conservation. There are currently 224 National Nature Reserves in England covering 360 square miles (0.7% of England), managed by a range of organisations including Natural England.

Why is this land being declared a National Nature Reserve?

Situated on the edge of the urban area of the London Borough of Croydon and adjacent to the Surrey Hills Area of Outstanding Beauty, the National Nature Reserve will enable the land to continue to be managed in an exemplary way, particularly the chalk grasslands and the associated wildlife. A collaborative approach across a larger tract of land will allow landscape scale nature conservation to be better planned and help maintain the important lowland grassland, woodland and scrub mosaic that exists there. The National Nature Reserve has huge recreational potential and provides access to nature to the large urban population of Croydon living nearby. It also provides excellent opportunities for education and research.

Declaration as a NNR not only recognises the high recreation and conservation value of the area, but also the high standards of management expertise required to maintain that value. NNR declaration would increase the profile of the site, opportunities to celebrate the importance of the area to local people, and raise awareness and understanding of conservation work being undertaken.

What is the vision for the South London Downs National Nature Reserve?

The overarching vision is that nature is conserved, enriched and reconnected to people. The mission is to ensure the South London Downs National Nature Reserve thrives. The partners will act beyond boundaries, harnessing the power of partnership, combining passion, science and innovation to create resilient landscapes, rich in wildlife, where people can engage with the natural world.

Who will be responsible for the National Nature Reserve?

Natural England is responsible for declaring or un-declaring National Nature Reserves in England. Natural England has a statutory role to offer support and advice on the management plans for the National Nature Reserves.

The National Nature Reserve will be managed by two leading 'Approved Bodies': the City of London and London Borough of Croydon, who own the land within the National Nature Reserve. They will co-ordinate management, engage with local groups and the general public to deliver the objectives to achieve benefits for nature, recreation and enjoyment, inspiration and learning, health and wellbeing, and research.

At a national level, there is a NNR partnership, which Natural England co-ordinates, made up of cross organisational National Nature Reserve land owners and managers across the country who come together to help shape and deliver the partnership strategy.

What are the overarching objectives for the National Nature Reserve?

There are several agreed objectives for the National Nature Reserve:

- The landowners will work in partnership, within available resource, to achieve the vision of the National Nature Reserve by:

- Managing the National Nature Reserve across ownership boundaries to harmonise the benefits of biodiversity, science and recreation;
- Working collaboratively to maximise positive management;
- Put people at the heart of the National Nature Reserve, engaging local communities and visitors in the maintenance, enhancement and future landscape resilience of the National Nature Reserve via volunteering, education, research and recreation;
- Developing long term monitoring programmes to increase understanding of the natural environment;
- Working collaboratively to provide opportunities to enhance the health and wellbeing of local communities and visitors through engaging and creative projects;
- Ensuring the National Nature Reserve is appropriately recognised in local planning policies and local decision making;
- Sourcing external funding for collaborative projects that achieve the National Nature Reserve vision;
- Enhancing landscape resilience, joining up with external sites to extend the reach of the National Nature Reserve as opportunities arise.

Isn't there already a lot of protection for this land?

152.47 ha of the pNNR is protected as a nationally important Site of Special Scientific Interest (SSSI) for chalk grassland, a diverse variety of woodland, scrub mosaic and neutral grassland habitats. The area supports rare orchid species, yellow rattle and butterflies associated with chalk grassland. The new National Nature Reserve offers the opportunity to extend these sites to bring together land that is owned by different bodies. The bodies aim to manage the land in a co-ordinated way, including SSSI's and land with high wildlife value, but isn't currently notified as a SSSI. The National Nature Reserve will provide a unique opportunity for the London Borough of Croydon and City of London to work with others to create a collective vision for the wider landscape and provide additional benefits for wildlife and people, including education and research.

It is recognised that NNR status across ownership boundaries would present partnership opportunities that could bring benefit to the long-term management of the Commons and Happy Valley whilst providing a significant contribution to the Government's strategic desire to protect England's most precious natural assets.

How it is declared?

The Approved Bodies are required to officially commit to manage the National Nature Reserve. Natural England's Executive Board approves the declaration of National Nature Reserve under the 1949 National Parks and Access to the Countryside Act. The proposal for the National Nature Reserve will be reviewed by the Natural England Board and a decision taken on whether to proceed or not. It will take several weeks for the National Nature Reserve to be confirmed as a National Nature Reserve by Natural England after this time.

How can I find out more about this?

The City of London Corporation

www.cityoflondon.gov.uk/things-to-do/green-spaces/city-commons/farthing-downs/Pages/default.aspx

London Borough of Croydon

www.croydon.gov.uk/leisure/parksandopenspaces/parksatoz/happy-valley-park

Natural England

www.gov.uk/government/collections/national-nature-reserves-in-england

Can I have a say about this?

Please contact the relevant organisations through the details provided on the websites above.

Committee:	Date:
Open Spaces and City Gardens Committee West Ham Park Committee	8 April 2019 8 April 2019
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director of Open Spaces	For Decision
Report Author: Martin Falder, Project Support Officer	

Summary

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

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

- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber)
- OSD 011 – Budget Reduction Summary Risk (Amber)

The existing Departmental risks are:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change summary risk (Amber)
- OSD 004 – Poor repair and maintenance of buildings (Amber)
- OSD 005 – Pests and diseases (Amber)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument (Amber)
- OSD 009 – Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act (Amber)

OSD 008 – IT System Failure (Green) is proposed for removal as a departmental risk, although it remains a divisional risk for the Cemetery & Crematorium and Tower Bridge.

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

Recommendation

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

- Note the risk scoring grid at Appendix 1
- Note the overall risk summaries at Appendix 2
- Approve the Departmental risk register as outlined in this report and at Appendix 3
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 4
- Approve the removal of OSD 008 – IT System Failure from the Departmental risk register (see paragraph 20).
- Note the risk history report at Appendix 5

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

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix 3
- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 4

Main Report

Background

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

Current Departmental Position

4. Appendix 3 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions aim to reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the relevant cross divisional risks and lists the actions which are being taken to reduce (or maintain) the risk, together with a 'latest note' on progress.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services and Culture, Heritage & Libraries Committees will receive their relevant divisional risk registers in separate reports.

No Change to Current Risk Scores

6. Six departmental risks remain unchanged from previous reports. These are explained in detail below, along with their rating and score.
7. OSD 002 – Extreme weather and climate change summary risk (Amber, 6). Climate change added to risk title to acknowledge the importance of work on this issue. Risk otherwise remains at the same level, as this is the target level.
8. OSD 004 – Poor repair and maintenance of buildings (Amber, 12). Retention of expertise on specialist buildings is vital for alleviating this risk, tying it to budgetary concerns elsewhere. Specialist subcontractors are required for many of our buildings, and access to them remains a departmental concern.
9. OSD 005 – Pests and diseases (Amber, 12). Members of the public are increasingly aware of certain pests and diseases. In the long term, awareness of public health risks such as OPM may be helpful as people are able to actively avoid them, but for now we expect increased coverage and a follow-on public relations risk.
10. OSD 007 – Maintaining the City’s water bodies (Red, 16). If the necessary works are undertaken, we hope to reduce this to Amber by 2022. At present, it remains at Red.
11. OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument (Amber, 12). Regular meetings held with the CoLP Counter Terrorism Section indicate this remains at Amber.
12. OSD 009 – Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act (Amber, 6). This remains at the current level but we intend to amend this risk in the future and transfer the sub-risks to OSD 011 – Budget Reduction Summary Risk.

Changes to Current Risk Scores

13. Two current risks were changed in this report.
14. OSD 001 – Health and safety (Amber, 8) Risk has been reassessed, but remains at Amber. We have increased the Impact but reduced the Likelihood, resulting in a net increase to the overall score (from 6 to 8). Significant H&S work has been undertaken to mitigate this risk, but we believe that the Impact rating needs to be increased to recognise the unavoidable risk involved in some aspects of our work. The current score is in line with the target score, to indicate that, while work continues and this risk will always be monitored & reported on, we accept a level of risk across our sites.
15. OSD 006 – Impact of development (Amber, 12). This item has reduced from Red to Amber (from 16 to 12) due to the careful work of members of staff on monitoring local developments. However, budget reductions resulting in reduced capacity to tackle this risk may cause it to return to Red.

New Risks

16. Two risks have been added to this report.

17. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber, 12). This is expected to have a follow-on budget impact on the Department overall, compounding expected budget impacts, and has therefore been added to the risk register and assessed as an Amber risk.
18. OSD 011 – Budget Reduction Summary Risk (Amber, 8). Anticipated budget reductions may result in staff restructures, the reduction or cessation of services, and a commensurate public response, as non-impactful budget reduction is no longer feasible. Loss of budget will impact the quality and diversity of service provision. At present, this is assessed at Amber as the required level of budget reduction is unknown, but if reductions come in at a higher than expected level, we anticipate that this risk will escalate to Red.
19. The target scores reported to Members in July 2018 were two Red and seven Amber. The current overall position is one Red and nine Amber. The chart in Appendix 2 shows our overall risk position.

Proposal

20. It is proposed that the following risk:
- OSD 008 – IT System Failure
- is removed from the Departmental risk register and relevant future Committee reports. The current risk score across the Department is Green and the target risk score is Green. It is proposed to retain this as a divisional risk at the Cemetery and Crematorium and at Tower Bridge where failure of IT can have a significant impact on business. The risk will continue to be monitored and assessed. If there are any changes which result in an amber or red assessment, or if IT becomes an issue across other divisions, reporting will be reinstated.

Current Parks and Gardens Position

21. There are nine risks identified across City Gardens and West Ham Park. Eight are amber and one is red. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional risks are:
- OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure (Amber, 8 – realigned with departmental risk assessment)
 - OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment (Amber, 12)
 - OSD P&G 003, Finance - Budget reductions implications (Amber, 8)
 - OSD P&G 004, Tree Diseases and other pests (Amber, 12)
 - OSD P&G 005, Climate and Weather (Amber, 12)
 - OSD P&G 006, Public Behaviour (Amber, 6)
 - OSD P&G 007, Population Increase (Amber, 12)
 - OSD P&G 008, Major Incident resulting in prolonged ‘access denial’ (Amber, 8)
 - OSD P&G 009, Ultra-Low Emissions Zone (Red, 24)
- The detail of the individual risks is shown in Appendix 4.
22. All risks remain at the same RAG rating as previously. OSD P&G 001 has been reassessed in line with the Departmental risk rating, bringing its numerical score up

by two points. As covered in paragraph 14 of this report, we accept this level of risk across our sites.

23. One additional divisional risk has been added; OSD P&G 009 Ultra-Low Emissions Zone. This is a sub-risk in the Departmental risk register.
24. The chart in Appendix 2 shows the current Parks and Gardens risk position and the target scores.

Corporate & Strategic Implications

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

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
 - Open spaces are secure, resilient and well-maintained.
 - People are safe and feel safe
26. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

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

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – All Risk Scores & Targets
- Appendix 3 – Departmental Risk register
- Appendix 4 – City Gardens and West Ham Park Divisional Risk Register
- Appendix 5 – Departmental & Divisional Risk History Report

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Appendix 1:

City of London Corporation Risk Matrix

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

Likelihood criteria

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

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Impact Criteria

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

Risk Scoring Grid

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

Risk Definitions

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

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

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Appendix 2 – All Risk Scores & Targets
 Departmental Risks and Target Scores

Likelihood	Likely (4)		OSD 011		
	Possible (3)		<i>OSD 002</i> <i>OSD 009</i>	OSD 004 OSD 005 OSD 006 OSD 010 OSD TBM 001	
	Unlikely (2)	<i>OSD 009</i>	<i>OSD 011</i>	<i>OSD 001</i> <i>OSD 004</i>	OSD 007
	Rare (1)			<i>OSD 010</i>	<i>OSD 007</i>
	OSD Risks March 2019	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Impact					

Divisional Risks and Target Scores (Parks and Gardens)

Likelihood	Likely (4)		OSD P&G 003		
	Possible (3)		<i>OSD P&G 006</i> <i>OSD P&G 002</i> <i>OSD P&G 005</i> <i>OSD P&G 007</i>	<i>OSD P&G 002</i> <i>OSD P&G 004</i> <i>OSD P&G 005</i> <i>OSD P&G 007</i>	OSD P&G 009
	Unlikely (2)		<i>OSD P&G 003</i> <i>OSD P&G 006</i>	<i>OSD P&G 001</i> <i>OSD P&G 004</i>	
	Rare (1)			<i>OSD P&G 008</i> <i>OSD P&G 009</i>	OSD P&G 008
OSD P&G Risks March 2019	Minor (1)	Serious (2)	Major (4)	Extreme (8)	
Impact					

- Bold** - Current Score
- Italics* - Target Score
- Bold Italics*** - Current & Target Score Aligned
- - Movement from previous report

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OS Departmental Detailed Risk Report

Report Author: Martin Falder

Generated on: 19 March 2019

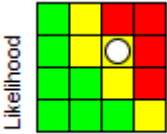
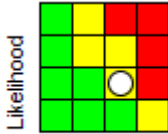



Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 10 OSD TBM Tower Bridge and Monument 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the property maintenance risks across the Open Spaces Department.</p> <p>The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010.</p> <p>Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach.</p> <p>For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.</p> <p>This risk is felt to be of departmental concern due to potential for serous consequences, the possibility of legislative change and the possibility that significant capital projects could be required.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	16 19 Mar 2019	<p>Likelihood</p> <p>Impact</p>	8 31-Mar-2022	 Constant

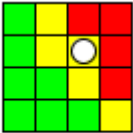
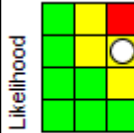

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed in January. Several mitigation works have been completed. Discussion of Wanstead Park Lakes was undertaken. Large scale works still need to be undertaken to reduce this risk.	Martin Newnham; Geoff Sinclair	19-Mar-2019	30-Apr-2020
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	Ongoing action - no significant developments since previous update.	Geoff Sinclair	19-Mar-2019	31-Dec-2022
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action.	Martin Newnham	15-Mar-2019	08-Apr-2020
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work.	Geoff Sinclair	15-Mar-2019	31-Dec-2022
OSD NLOS 004 a Training	Training for lifeguards Training is ongoing activity Review annually	Ongoing - Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward.	Hadyn Robson	15-Mar-2019	31-Dec-2022
OSD TC 006 b Monitoring	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Hadyn Robson	15-Mar-2019	31-Mar-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Repair and Maintenance of Buildings summary risk 30-Aug-2017 Colin Buttery Page 95	This risk summaries the property maintenance risks across the Open Spaces Department. Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value. This risk is felt to be of departmental concern due to the importance of building maintenance, the maintenance bow-wave and the historical concerns around poor maintenance. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	12	Assessed by Senior Leadership Team. Risk description updated to acknowledge that retention of expertise on specialist buildings and sites is vital to risk mitigation. While budgetary concerns are part of this risk, a lack of properly trained subcontractors for specific maintenance tasks is an ongoing concern. 19 Mar 2019	 Likelihood Impact	8	31-Mar-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 003 b Building R&M	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	Actions are ongoing.	Gary Burks	15-Mar-2019	31-Jul-2020
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Improved systems for CoL buildings has increased confidence in own compliance. Now extending programme to tenanted buildings through Licence checks. Raised issues of EPCs at residential lodges and how to incorporate. Due date indicates next scheduled update.	Jo Hurst	19-Mar-2019	31-Dec-2019
OSD EF 002 e Annual building	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required	Lodge occupiers received written confirmation of 2018 inspections. This year's inspection programme underway, to be extended to other properties eg FSC. Ongoing action, to be	Jo Hurst	19-Mar-2019	30-Sep-2019

inspections	annually	completed for the year by September.			
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	Since the last note very significant progress has been made at Gt Gregories. The progress % has been reviewed and changed as additional works have now been included under this Action. The significant progress includes: Pen 1 drainage is now being dealt with by 2-weekly straw bedding/manure removal by licenced contractor. Fire Plan has been developed and a PIB box has been purchased for the site with full contents including a detailed site map and access routes for fire tenders. The front gate is being replaced with a stronger, more efficient sliding gate which will increase site security and ease of access for staff when moving cattle. A new CCTV camera is to be added to cover an additional vehicle parking space. A new welfare unit is now fully up and running with wi-fi and clothes drying facilities. The state-of-the-art cattle handling facility is now in place and in use. The main remaining work is to install electric lighting in the sheds and to provide additional roofed cattle sheds - which will be done through Project Gateway.	Jeremy Dagley	15-Feb-2019	31-May-2020
OSD KH 002a Security maintenance	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	This is ongoing and Keats House are included in City Surveyor liaison arrangements managed by the broader division.	Richard Gentry	15-Mar-2019	31-Mar-2020
OSD NLOS 008 a Property assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	Ongoing - This is currently in progress, The City Surveyor has completed a high level review of Hampstead Heath assets. This is being monitored.	Richard Gentry	19-Mar-2019	31-Mar-2020
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process	Ongoing Action. Client Liaison meetings are taking place. APFM in regular contact with internal Divisional stakeholders.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	Awaiting gateway 5 approval. Planners are in place. This project will begin in the summer.	Richard Gentry; Bob Warnock	19-Mar-2019	31-Mar-2020
OSD NLOS 008 d Queens Park Toilets	Capital project to refurbish the Queens Park Toilets.	New action, to be updated as the project progresses. Due date is date for review until works progress.	Richard Gentry; Bob Warnock	19-Mar-2019	01-Jan-2020
OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work monitored and issues fed back at Client Liaison meetings. Ongoing action.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Mar-2020
OSD P&G 002	20 year programme of investment and maintenance of all	AWP reviewed monthly at the P&G client Liaison Meeting. Ongoing action	Martin	15-Mar-	31-Mar-

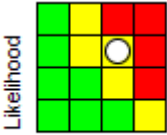
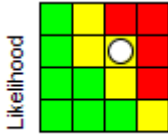

c AWP	built assets. Review annually.		Rodman	2019	2020
OSD P&G 002 f WHP Playground Refurbishment	Development of detailed design and implementation of the new playground project at West Ham Park.	Gateway 3/4 approval granted in February. Applications for funding are underway. Detailed plans are being drawn up. Pre-application planning approval is being sought.	Lucy Murphy	15-Mar- 2019	31-Oct- 2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases summary risk 31 Aug-2017 Lin Buttery	<p>This risk summaries the pest and disease risks across the Open Spaces Department.</p> <p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p>Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut</p> <p>Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p> <p>This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Assessed by Senior Leadership Team. Agreed to keep risk and target at current level due to the increase in both pests & diseases and the increasing public perception of these, which may have a knock-on public relations impact. Although increased awareness may have a positive long-term impact (as the public become more aware of what type of pests to watch out for when visiting), in the short-term we expect more visibility on this item.</p> <p>19 Mar 2019</p>	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 007 a	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action.	Geoff Sinclair	15-Mar-2019	08-Apr-2020
OSD EF 007 d	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	The Larch were found to be clear of Ramorum disease and have been felled. Rhododendron regrowth at The Warren Plantation was sprayed off. Sweet Chestnut will still need monitoring in 2019. However, with the bulk of Rhododendron removed and all the Larch felled, the risk of spores spreading in quantity is assessed as low at the moment.	Jeremy Dagley	17-Feb-2019	31-Mar-2020
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	The OPM outbreak will now be dealt with under a separate risk action. The general Biosecurity Policy remains to be written for all the biosecurity risks. However, for Ramorum disease a protocol has ben prepared and used by contractors during the Larch removal (see other risk actions). A Biosecurity Position Statement, to provide an interim summary of the	Jeremy Dagley	19-Mar-2019	30-Oct-2020

		current approach, will be prepared by June 2019. Full biosecurity policy and INNS policy expected 2020.			
OSD EF 008 c INNS policy	Develop an INNS policy - particular focus on OPM, although other areas of concern to be tackled.	Progress made with Ramorum disease control (see other risk actions) and with INNS strategy for the 2019 season, with arborist officer appointed as lead on OPM matters. Other INNS need to be considered and no recent progress with Policy writing. However, in the interim, when the policy is being prepared and INNS position statement will be prepared by June 2019 to set out the current approach and actions and main species of concern. There will also be some horizon scanning carried out to consider likely new pest species.	Jeremy Dagley	17-Feb-2019	01-Jul-2020
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	Tree provenance is considered, the Division will source and use planting stock consistent with best practice guidance. Ongoing action.	Richard Gentry	19-Mar-2019	30-Apr-2020
OSD NLOS 004 b OPM monitoring	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas. Funding secured, although costs may escalate.	A report detailing the costs and implications of OPM will come to the HHHWQP Committee in March 2019	Richard Gentry	19-Mar-2019	30-Apr-2020
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, Equalities Board, SLT, and other avenues.	Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections completed October 2018.	Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.	Martin Rodman	15-Mar-2019	30-Apr-2020
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.	Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSIG and other corporate boards.	Hadyn Robson	19-Mar-2019	31-Mar-2022
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022

OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of development summary risk 30-Aug-2017 Colin Buttery Page 101	This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department. Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities Event: Major development near an open space Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment. This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	12	Assessed by Senior Leadership Team. Serious work has been undertaken on development risk items by way of the careful monitoring of planning applications and other relevant items by dedicated officers. In the event of a budget reduction leading to a loss of posts dedicated to this role, this will again increase to a red risk. 19 Mar 2019	 Likelihood Impact	12	30-Apr-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 010 a Local authorities/Cou nties Local Plans and Core Strategies	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.	Representations have been made to the EFDC Examination in Public and this will continue until May 2019. The EFDC Local Plan Habitats Regulations Assessment, however, has not addressed the avoidance or mitigation of air pollution and traffic increases. This remains a considerable risk to the Forest. A meeting has been arranged with the London Boroughs and Natural England for 8th March to ensure Epping Forest SAC Mitigation Strategy is embedded in their Local Plans. Further work will be needed to ensure a full mitigation strategy is in place for the SAC across the key local authorities.	Jeremy Dagley	17-Feb-2019	31-Dec-2020

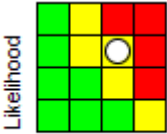
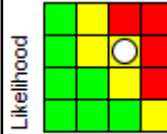

OSd EF 010 c Forest transport strategy	Forest transport strategy - Negotiate renewal with Essex County Council and extend to cover London Borough's	Essex County Council has indicated that it could put some resources toward the Strategy. However, money set aside in this Financial Year, is no longer available. In the interim we have requested the raw traffic data from ECC that informed its Highways Assessment. In addition, we now await the results of the Examination-in-Public for the EFDC Local Plan	Jeremy Dagley	17-Feb-2019	30-Apr-2021
OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	Ongoing, division to make representation as necessary. Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	Ongoing. Response to planning issues as necessary. Relevant planning applications are monitored. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD P&G 007 a Local Authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	31-Mar-2020
OSD P&G 007 b Local Authority Relationships	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.	Martin Rodman	15-Mar-2019	31-Dec-2020
OSD TC 002 a Local authorities/Councils Local Plans and Core Strategies	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Monitoring activity continues - ongoing action. Mitigation strategy work underway.	Hadyn Robson	19-Mar-2019	31-Mar-2020
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	15-Mar-2019	31-Mar-2020

	Ongoing				
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk 29-Jan-2019 Colin Buttery	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green energy procurement regulations.</p> <p><i>Event:</i> Budget impact results in financial failure for one or more divisions within Open Spaces, either by purchasing fleet or failing to purchase fleet and receiving large fines.</p> <p><i>Impact:</i> Large-scale budget failure caused by either fleet purchase or failure to purchase new fleet resulting in fines. This would have knock-on financial impact on other projects within the CoL, along with reputational risk for failing to adhere to legislation.</p>	 Likelihood Impact	12	Assessed by Senior Leadership Team, accepted as a new departmental risk. Fleet swap options are being explored as a temporary measure, as is new procurement of vehicles. 19 Mar 2019	 Likelihood Impact	4	31-Mar-2021	 Constant

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 009 a Vehicle procurement	To avoid incurring penalties, the current lease will be bought out and current (non-compliant) vehicles returned by 5 April. From 8 April, short-term hire of ULEZ compliant vehicles will commence, whilst procurement exercise for electric fleet is undertaken; (action CGM and CityProc).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2019
OSD P&G 009 b Provision of necessary infrastructure for electric vehicles	Continue with assessment and installation of electric vehicle charging points at City Gardens depots; Determine maintenance requirements for EV's and potential impact on travel/service (through down-time).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2020
OSD P&G 009 c Budgetary actions	Re-evaluate City Gardens local risk budget lines to reflect increased cost of EV's (and payback to central loan for these); Purchase EV's and off-hire temporary vehicles.	New action.	Jake Tibbetts	15-Mar-2019	31-May-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Cause: An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood Impact	12	Assessed by Senior Leadership Team. No change to the rating. To be maintained as a departmental risk. 19 Mar 2019	 Likelihood Impact	12	31-Dec-2019	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All front of house staff have completed ACT (Action Counters Terrorism) E-Learning and SCAN (See Check Action Notify) workshops will shortly be delivered by the City Police. Daily briefings also highlight any on going/ current issues. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019

Hierarchy responsibilities and communications	and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing actions		Thomson	2019	2020
OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Checks delayed during change of staff. Now extended to include all known tenanted buildings, not just catering outlets and will include all tenant obligations including FRAs etc	Jo Hurst	15-Feb-2019	30-Jun-2019
OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting is now BAU.	Patrick Hegarty	15-Feb-2019	28-Feb-2020
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing item. H & S audit reports have been signed off for 2018, with details of actions for completion.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Divisional H & S meetings continue, attendance is monitored. The Division has input at a Dept level. Ongoing action.	Richard Gentry	19-Mar-2019	31-Mar-2020
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group. This is an ongoing action.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. This is an ongoing action.	Patrick Hegarty; Lucy	15-Mar-2019	01-Jun-2020

	sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.		Murphy; Jake Tibbets			
OSD P&G 001 c	Regular review of site health and safety by peer review	Net improvement of standards of H&S following regular validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.	Patrick Hegarty	23-Aug-2018	30-Nov-2019
OSD P&G 001 d	Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Jun-2020
OSD P&G 001 e	Hierarchy responsibilities and communication	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Departmental Fire Policy and Fire Management plan implemented. This is an ongoing action.	Martin Rodman	19-Mar-2019	01-Jun-2020
OSD P&G 006	Develop and improve joint working to protect sites	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and SNT's over recent park issues. Park guard extended with targeted problem sites in the City.	Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD TC 001 a	Appropriate resourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	This is an ongoing action Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings	Hadyn Robson; Andy Thwaites	15-Mar-2019	31-Mar-2020

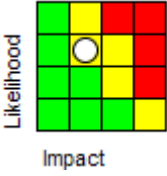
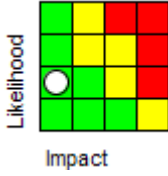

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 011 Budget Reduction Summary Risk 29-Jan-2019 Colin Buttery	<p><i>Cause:</i> Large budget reductions to fund major capital projects within the Square Mile and other planned budget reductions (2% plus inflation, impact of ULEZ, etc).</p> <p><i>Effect:</i> Staff redundancies, lowering of service standards, cessation of multiple services, reduction in required maintenance.</p> <p><i>Impact:</i> Failure to meet strategic objectives, cancellation of all major projects, significant reduction in service to users (and commensurate reputational damage), increase in maintenance 'bow wave' impacting future budgets.</p>	<p>Likelihood</p> <p>Impact</p>	8	Assessed by Senior Leadership Team. This has been added as a new summary risk for the department. At present, this score (and the target score) are subject to change as we are not yet clear on the exact level of budget reductions expected. Divisional sub-risks to be added when this is clear. 19 Mar 2019	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2020	 Constant

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
60109					

OSD EF 009 h Grass & Heathland Fire	Grass & Heathland Fire	London Fire Brigade are hosting a joint working training day on the 28th February which concentrates on techniques, tactics, and procedures relating to emergency response to fires within Epping Forest. This is the result of lessons learned from the major incident at Wanstead flats and is part of ongoing partnership training.	Martin Newnham	15-Feb-2019	31-Aug-2019
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	No change. Trigger Event Policy embedded in to our way of working. Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor. Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.	Bob Warnock	18-Feb-2019	31-Mar-2020
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Review of EAP overdue from Sept 2018. Plan would be reviewed after an emergency event. Outstanding Action is to finalise arrangements with the Guildhall Control Room to assist with the facilitation of an out of hours call out response procedure for Divisional Staff, e.g. call centre response to out of hours calls. Overdue - review of emergency Action Plan and Business Continuity Plan- September 2018	Richard Gentry	18-Feb-2019	31-Oct-2019
OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	Annual tree planting programme in place. Consideration given to species variety.	Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Mar-2020
OSD P&G 005 c Monitoring of warning systems	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action.	Martin Rodman	15-Mar-2019	01-Mar-2020
OSD TC 005 a Fire management	Review and update plan bi-annually. Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing Site information/resources shared with emergency services. Plan reviewed in June 2018 - next review due June 2020.	Hadyn Robson	19-Mar-2019	30-Jun-2020
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The sites continue to monitor and respond to warnings of extreme weather	Hadyn Robson	15-Mar-2019	29-May-2020
OSD TC 005 c	Understanding of the potential impacts of climate change	Ongoing research and dialogue continues.	Hadyn	15-Mar-	29-May-

Climate change	on the open spaces Engagement in climate change research and debate		Robson	2019	2020
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 009 Reputational Risk Associated with OS Act 13-Jun-2018	This risk summaries the reputational risk across the Open Spaces due to changes to provision which will be made under the terms of the OS Act. Causes: Changes to public service provision enabled by the OS Act, as mandated by central budget reductions. Event: Large-scale public backlash resulting in national media coverage. Impact: Severe knock-on effect for the reputation of the City of London Corporation. Loss of trust in the City of London Corporation and associated business impact, both for our services and the services of affiliated businesses. Potential for direct action on our sites, as publicly accessible areas which could be targeted for protest. Political impact as MPs become involved. This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.		6	Assessed by Senior Leadership Team. This risk remains at the current level, but will be closed down and removed from the risk register before the next report, as its associated sub-risks will be transferred to OSD 011 - Budget Reduction Summary Risks. 19 Mar 2019		2	31-Dec-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 013 c Appointment cross-over (budgetary issue)	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	No change to status, funding constraints rarely allow for overlap, although occasionally possible, especially in cases of retirement, likely to decrease further with additional budget and recruitment constraints. Review of structures and resources across all teams - ongoing	Jo Hurst	15-Feb-2019	31-Dec-2019
OSD EF 016 e Next round of saving to be agreed	Working budget reduction targets for next 3 years.	Awaiting clarification of long term budgets beyond 2019/20 and amount of savings required to be made. Some initial planning underway.	Paul Thomson	19-Mar-2019	30-Sep-2019
OSD P&G 003 a Financial management	Deliver the Programmes and projects that will help achieve SBR savings	Awaiting further information about future budget reductions. This item will be transferred to OSD 011 in future reports.	Martin Rodman	15-Mar-2019	31-Mar-2020

and project planning					
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 008 IT System Failure 13-Jun-2018 Page 115	<p>This risk summaries the risks associated with IT system failure across the Open Spaces Department.</p> <p>Causes: Any significant disruption to our access to IT systems across our sites</p> <p>Event: Inability to access business-critical IT functions</p> <p>Impact: Severe business impact to multiple sites, particularly the Cemetery & Crematorium and Tower Bridge. Significant loss of income, reputational damage due to cancelled services, and the failure of a statutory service in the Cemetery & Crematorium. If this coincides with a crisis event such as a terrorist attack or a major incident on one of our remote sites, our ability to respond would be severely impacted.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	4	<p>Assessed by Senior Leadership Team. To be removed as a departmental risk upon member approval, but to remain as a significant divisional risk due to its potential effect on the Cemetery & Crematorium and Tower Bridge & Monument divisions. Risk to be deactivated before the next report.</p> <p>19 Mar 2019</p>	<p>Likelihood</p> <p>Impact</p>	4	30-Jun-2020	<p>Constant</p>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 009 a Business continuity	<p>Review continuity plans on a regular basis and following significant systems failures</p> <p>Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans</p> <p>IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.</p>	IT Systems and software access seems more stable at present and is monitored closely by cemetery staff.	Gary Burks	19-Mar-2019	31-Mar-2020

OSD Parks and Gardens (WHP & CG) Detailed Risk Report

Report Author: Martin Falder

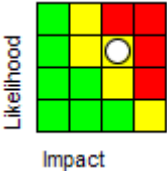
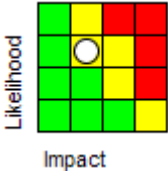

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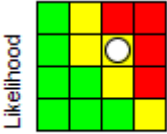
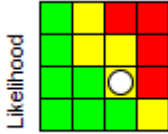

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 009 Ultra-Low Emissions Zone 15-Mar-2019	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green energy procurement regulations.</p> <p><i>Event:</i> Budget impact results in financial failure for one or more divisions within Open Spaces, either by purchasing fleet or failing to purchase fleet and receiving large fines.</p> <p><i>Impact:</i> Large-scale budget failure caused by either fleet purchase or failure to purchase new fleet resulting in fines. This would have knock-on financial impact on other projects within the CoL, along with reputational risk for failing to adhere to legislation.</p>	Likelihood Impact	24	The introduction of TfL's ULEZ impacts immediately (from 8 April 2019) on the City Gardens fleet, which would immediately be rendered non-compliant and be subject to daily charges. In addition, the City's Transport Policy adds a further requirement, over and above the requirements of ULEZ, to use electric vehicles unless no electric equivalent is available. For the City Gardens Fleet, this results in a tripling of annual vehicle costs, compounding the budgetary issues outlined in OSD P&G 003. 15 Mar 2019	Likelihood Impact	4	31-Mar-2021	 Constant

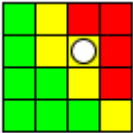
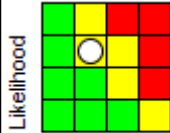

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 009 a	To avoid incurring penalties, the current lease will be bought out and current (non-compliant) vehicles returned by 5 April. From 8 April, short-term hire of ULEZ compliant vehicles will commence, whilst procurement exercise for electric fleet is undertaken; (action CGM and CityProc).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2019
OSD P&G 009 b	Continue with assessment and installation of electric vehicle charging points at City Gardens depots; Determine maintenance requirements for EV's and potential impact on travel/service (through down-time).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2020
OSD P&G 009 c	Re-evaluate City Gardens local risk budget lines to reflect increased cost of EV's (and payback to central loan for these); Purchase EV's and off-hire temporary vehicles.	New action.	Jake Tibbetts	15-Mar-2019	31-May-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox; Martin Rodman	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.		12	Continues to be actively monitored under the new maintenance contract. Lodge inspections undertaken in 2018. Play equipment review as part of the playground improvement project and consultation undertaken regarding the design of the playground. Annual safety inspection undertaken in 2018 and recommendation put in place for anything at medium risk or above. 14 Feb 2019		6	01-Aug-2019	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work monitored and issues fed back at Client Liaison meetings. Ongoing action.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Mar-2020
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual inspections on lodges completed November 2018 at West Ham Park	Lucy Murphy; Jake Tibbets	14-Dec-2018	31-Oct-2019
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting. Ongoing action	Martin Rodman	15-Mar-2019	31-Mar-2020
OSD P&G 002 f	Development of detailed design and implementation of the new playground project at West Ham Park.	Gateway 3/4 approval granted in February. Applications for funding are underway. Detailed plans are being drawn up. Pre-application planning approval is being sought.	Lucy Murphy	15-Mar-2019	31-Oct-2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc Event: Sites become infected by plant or tree diseases Impact: Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.	 Likelihood Impact	12	New open spaces tree specification in place to tender for new contractor. OPM monitored across sites. 14 Feb 2019	 Likelihood Impact	8	30-Apr-2020	 Constant

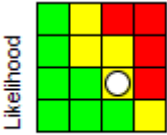
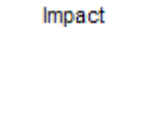
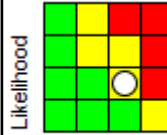
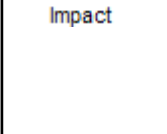

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSI, Equalities Board, SLT, and other avenues.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections completed October 2018.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.			Martin Rodman	15-Mar-2019	30-Apr-2020
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Local policy and procedure in place on monitoring high winds. 14 Feb 2019	 Likelihood	6	01-Mar-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 005	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	Annual tree planting programme in place. Consideration given to species variety.	Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Mar-2020
OSD P&G 005 c	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action.	Martin Rodman	15-Mar-2019	01-Mar-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities Impact: Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	12	Increase in use of our sites is positive as it shows successful engagement with our communities and carries with it a host of other positive outcomes. However, it also puts sites at risk of deterioration and pressure on our budgets. We monitor both visitor numbers and maintenance budgets actively as part of ongoing efforts to mitigate this risk 14 Feb 2019	 Likelihood Impact	6	01-Jun-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	31-Mar-2020
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.	Martin Rodman	15-Mar-2019	31-Dec-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Impact: Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood  Impact	8	Actively monitored by all staff and on agenda of all team meetings. Incidents and near misses are reported and investigated within timescales and held to account by the H&S Improvement Group. A recent internal H&S self assessment has been completed, improvement areas and actions noted/programmed. 19 Mar 2019	 Likelihood  Impact	8	01-Jun-2020	 Increasing

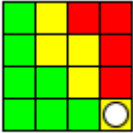
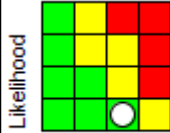

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group. This is an ongoing action.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 001 b	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. This is an ongoing action.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.	Patrick Hegarty	23-Aug-2018	30-Nov-2019
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing.	Lucy Murphy; Jake	19-Mar-2019	01-Jun-2020

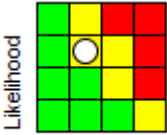
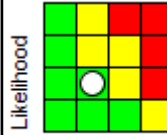

			Tibbets		
OSD P&G 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Departmental Fire Policy and Fire Management plan implemented. This is an ongoing action.	Martin Rodman	19-Mar- 2019	01-Jun- 2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 003 Finance - Budget reductions implications 25-Nov-2015 Stella Fox; Martin Rodman	<p>Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues</p> <p>Event: Division is unable to deliver budget reduction programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP</p> <p>Impact: Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>Current 2% reduction has been built into 2019/20 local risk budgets, but leaves little flexibility for further incremental savings. The divisional management team is currently assessing impacts to service provision and determining mitigation measures. Should further, more substantial savings be required, then local services will need to be reduced in order to meet these.</p> <p>25 Feb 2019</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2020	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 003 a	Deliver the Programmes and projects that will help achieve SBR savings	Awaiting further information about future budget reductions. This item will be transferred to OSD 011 in future reports.	Martin Rodman	15-Mar-2019	31-Mar-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Stella Fox; Martin Rodman	Causes: Pandemic; deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services. Impact: Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	 Likelihood Impact	8	Emergency plan updated. Senior staff actively engage with the City Resilience Team to ensure we are prepared in the event of a major incident, and plans are in place to help mitigate this risk. 14 Feb 2019	 Likelihood Impact	4	01-Mar-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 008 a	Review and update emergency plan	A review was undertaken in December 2018 next review due November 2019	Martin Rodman	14-Dec-2018	30-Nov-2019
OSD P&G 008 b	Attendance at Resilience Forum and dissemination of learning therefrom. Attendance at Public Realm Security Advisory Board bi-monthly	Superintendent is Departmental representative. Ongoing action.	Martin Rodman	15-Mar-2019	01-Mar-2020
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training rolled out through staff meetings. Ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	01-Mar-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 006 Public Behaviour 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood Impact	6	Staff have undertaken conflict management training and report issues of verbal and physical abuse 14 Feb 2019	 Likelihood Impact	4	01-Jul-2019	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 006	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and SNT's over recent park issues. Park guard extended with targeted problem sites in the City.			Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 006	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	WHP Manager to meet with LBN enforcement team to clarify responsibilities within the Park, and to try to get signage amended to avoid future uncertainty			Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Jul-2020

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OSD ALL risks - Review history by status








































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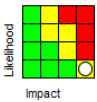








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Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
OSD 001	H&S Summary Risk	30-Aug-2017		8	▲	8	19-Mar-2019	8	▲	■	Constant
							29-Jan-2019	8	▲		
							22-May-2018	6	▲		
							23-Mar-2018	6	▲		
							27-Sep-2017	6	▲		
OSD 002	Extreme weather & climate change summary risk	30-Aug-2017		6	▲	6	19-Mar-2019	6	▲	■	Constant
							29-Jan-2019	6	▲		
							29-Jan-2019	6	▲		
							22-May-2018	6	▲		
							23-Mar-2018	6	▲		
OSD 004	Repair and Maintenance of Buildings summary risk	30-Aug-2017		12	▲	8	19-Mar-2019	12	▲	■	Constant
							29-Jan-2019	12	▲		
							22-May-2018	12	▲		
							23-Mar-2018	8	▲		
							30-Aug-2017	8	▲		

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
OSD 005	Pests and Diseases summary risk	30-Aug-2017		12		12	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							22-May-2018	12			
							23-Mar-2018	16			
							30-Jun-2017	16			
OSD 006	Impact of development summary risk	30-Aug-2017		12		12	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							05-Dec-2018	16			
							29-Aug-2018	16			
							22-May-2018	16			
OSD 007	Maintaining the City's water bodies summary risk	30-Aug-2017		16		8	19-Mar-2019	16			Constant
							29-Jan-2019	16			
							05-Dec-2018	16			
							29-Aug-2018	16			
							22-May-2018	16			
OSD 008	IT System Failure	13-Jun-2018		4		4	19-Mar-2019	4			Constant
							29-Jan-2019	4			
							13-Jun-2018	8			
OSD 009	Reputational Risk Associated with OS Act	13-Jun-2018		6		2	19-Mar-2019	6			Constant
							29-Jan-2019	6			
							13-Jun-2018	6			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
OSD 010	Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk	29-Jan-2019		12		4	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							29-Jan-2019	12			
OSD 011	Budget Reduction Summary Risk	29-Jan-2019		8		4	29-Jan-2019	8			Constant
OSD TBM 001	The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument	09-Mar-2015		12		12	19-Mar-2019	12			Constant
							29-Jan-2019	12			
							11-Dec-2018	12			
							18-Sep-2018	12			
							22-May-2018	12			
OSD P&G 001	Increase in Health and Safety incidents/Catastrophic Health & Safety failure	25-Nov-2015		8		8	19-Mar-2019	8			Increasing
							14-Feb-2019	6			
							23-Mar-2018	6			
							03-Jan-2017	6			
							09-Jun-2016	6			
OSD P&G 002	Maintenance of buildings, memorials, play areas and equipment	25-Nov-2015		12		6	14-Feb-2019	12			Constant
							23-Aug-2018	12			
							23-Mar-2018	12			
							23-Mar-2018	12			
							03-Jan-2017	12			
OSD P&G 003	Finance – Budget reductions	25-Nov-2015		8		4	25-Feb-2019	8			Constant
							21-Feb-2019	8			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
	implications						23-Aug-2018	4			
							23-Mar-2018	4			
							09-Jun-2016	6			
OSD P&G 004	Tree Diseases and other pests	25-Nov-2015		12		8	14-Feb-2019	12			Constant
							23-Aug-2018	12			
							23-Mar-2018	12			
							03-Jan-2017	12			
							09-Jun-2016	12			
OSD P&G 005	Climate and Weather	25-Nov-2015		12		6	14-Feb-2019	12			Constant
							23-Mar-2018	12			
							03-Jan-2017	12			
							09-Jun-2016	12			
							25-Nov-2015	12			
OSD P&G 006	Public Behaviour	25-Nov-2015		6		4	14-Feb-2019	6			Constant
							23-Aug-2018	6			
							23-Mar-2018	6			
							03-Jan-2017	6			
							09-Jun-2016	6			
OSD P&G 007	Population Increase (residential and worker)	25-Nov-2015		12		6	14-Feb-2019	12			Constant
							23-Aug-2018	12			
							23-Mar-2018	12			

Code	Title	Creation Date	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Current Risk Trend Icon	Trend
							03-Jan-2017	12			
							09-Jun-2016	12			
OSD P&G 008	Major Incident resulting in prolonged 'Access Denial'	09-Jun-2016		8		4	14-Feb-2019	8			Constant
							23-Mar-2018	8			
							09-Jun-2016	8			
OSD P&G 009	Ultra-Low Emissions Zone	15-Mar-2019		24		4	15-Mar-2019	24			Constant

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Committee(s): Policy & Resources Committee – For decision Planning & Transportation Committee – For Information Port Health & Environmental Services Committee – For information Open Spaces Committee – For information	Date(s): 21/02/2019 19/02/2019 05/03/2019 08/04/2019
Subject: The Transition towards a Zero-Emission Fleet	Public
Report of: Department for Built Environment and Chamberlain's	For Information
Report author: Vince Dignam (DBE) and Natalie Evans (CHB)	

Summary

Around half of emissions of oxides of nitrogen (NOx), which contribute to illegal levels of nitrogen dioxide (NO2), and particulate matter (PM) come from transport. These pollutants are collectively estimated to cause around 9,400 equivalent deaths every year in Greater London and impose an economic cost between £1.4bn - £3.7bn a year.

In response to this, City Corporation officers have worked to; reduce City of London Police and corporate fleet, trial new electric technologies, replace diesel vehicles with electric, hybrid or petrol models, install electric vehicle charging infrastructure and encourage our supply chain to minimise their emissions.

Part of the Mayor of London's approach to improving air quality is the Ultra Low Emission Zone (ULEZ) initiative, which will impose a daily charge on vehicles operating in the Central Charging Zone with emissions of NOx and PM higher than the specified requirements. The first phase of ULEZ comes into effect on 08 April 2019.

The introduction of ULEZ has highlighted the need for a clear corporate policy on fleet reduction, replacement or retrofitting to accelerate the City's transition to a zero-emission fleet. The purpose of this report is to set out an ambitious yet practical policy, which requires departments to opt for the cleanest possible vehicle or other solution, in line with operational need, technology availability and best value. It proposes this policy be implemented consistently and rigorously through enhanced governance by the Transport Coordination Group (TCG).

The proposed policy would see the following vehicles removed, replaced or retrofitted:

- ULEZ 2019 non-compliant vehicles operating in the Square Mile, immediately (29 Corporate and 44 police vehicles)
- Historically exempt/ residential (temporarily) exempt and ULEZ-compliant fossil fuel vehicles of reputational significance, immediately (5 VIP/ Mayoral vehicles)
- All remaining vehicles used outside the Square Mile/ ULEZ Zone, as and when they reach operational end-of-life or lease

Recommendation(s)

Policy & Resources Committee is asked to:

- Endorse a new policy which requires departments to apply the following priority order to decision-making, when an existing vehicle is non-compliant with air quality regulations or comes to the operational end of life:
 1. not replace the vehicle and cover operational requirements with other available vehicles
 2. swap the vehicle with a low emission equivalent currently being used outside the ULEZ 2019 Central Charging Zone (Square Mile)
 3. replace or retrofit the vehicle with the cleanest possible alternative that:
 - a) meets operational need
 - b) applies the following hierarchy:
 - i. Full electric
 - ii. Plug-in hybrid
 - iii. Petrol hybrid (regenerative braking)
 - iv. Petrol
 - v. (Euro 6/ VI) Diesel
 - c) utilises sufficiently reliable technology and
 - d) constitutes best value for money within the vehicle class.

Planning and Transportation Committee, Port Health & Environmental Services Committee and Open Spaces Committee are asked to:

- Note the report.

Main Report

Background

1. Around half of emissions of oxides of nitrogen (NO_x), which contribute to illegal levels of nitrogen dioxide (NO₂), and particulate matter (PM) come from transport. These pollutants are collectively estimated to cause around 9,400 equivalent deaths every year in Greater London and impose an economic cost between £1.4bn and £3.7bn a year.
2. The Ultra Low Emission Zone (ULEZ) is a Mayor of London initiative designed to improve air quality, which will impose a daily charge on vehicles with emissions of NO_x and PM higher than the specified requirements. Daily charges are £12.50 per day for smaller vehicles, £100 per day for larger vehicles (>3.5 tonnes).
3. The first phase of ULEZ comes into effect on 08 April 2019 and covers vehicles operating in the Central Charging Zone. See Appendix 1 for a map of the area covered. The second phase of ULEZ comes into force on 25 October 2021, covering the area between the North and South Circular. See Appendix 2 for a map of the area covered.
4. As a responsible business and in alignment with the City's Corporation's ambition to improve air quality, 'phase one' of the transition to a zero-emission fleet has involved officers working to; reduce City of London Police and corporate fleet, trial new electric technologies, replace diesel vehicles with electric, hybrid or petrol

models, install electric vehicle charging infrastructure and encourage our supply chain to minimise their emissions. Officers have also been involved in industry boards and with manufacturers and other counterparts to progress improvements in air quality alongside road danger reduction. Details can be found in Appendix 3.

Current Position

5. There are 29 corporate vehicles operating in the Square Mile that do not comply with ULEZ 2019 emissions standards and 54 City of London Police vehicles, ten of which have a 'sunset period' until October 2021 as further time is needed to develop some technology types used by the emergency services.
6. The City Corporation has a Transport Coordination Group (TCG), currently chaired by the Department of Built Environment. The group consists of representatives from across the organisation, including Chamberlain's, Markets and Consumer Protection, Open Spaces, Town Clerks and the Built Environment. All vehicle procurement and leasing is governed by the TCG, which provides scrutiny on whether or not there is an operational need for the vehicle along with all other legislative, operational and policy requirements.
7. The introduction of ULEZ has highlighted and accelerated the need for a clear corporate policy on fleet reduction, replacement or retrofitting.

Options

8. The purpose of this report is to set out an ambitious yet practical policy, which requires departments to opt for the cleanest possible vehicle or other solution, in line with operational need, technology availability and best value. It proposes this policy be implemented consistently and rigorously through enhanced governance by the Transport Coordination Group (TCG). Alternative options available to the City Corporation include:
 - a) Electing not to replace Square Mile vehicles and pay the daily ULEZ charge for all non-compliant vehicles. This would cost £300,000 per year and could imply significant reputational risk.
 - b) Electing to only replace those vehicles that do not meet ULEZ 2019 requirements immediately, delaying the replacement of historical vehicles and others forming part of the Mayoral/ Shrieval fleet until required to do so by the Mayor of London in October 2021. This could have significant reputational impacts due to the visibility of these vehicles and the Lord Mayor's role to champion the City of London as a world leader as part of this year's Mayoral Programme (see Appendix 4 for further details).
 - c) In the interest of cost saving, electing not to buy electric and replace all vehicles with hybrid/petrol where possible or if not Euro VI/6 diesel models, even if electric vehicles are available and relatively prevalent. This would directly contradict the City Corporation's 'No Diesel unless absolutely operationally necessary' Policy and would go against all other policies, strategies and programmes outlined in Appendix 4. As such it would also imply reputational

risk. According to current cost estimations, electing not to buy new electric vehicles would save £180k. This saving would be offset by the fact that increased congestion charges on fossil fuel vehicles are coming in as part of ULEZ 2021.

Proposals

9. The proposed policy would require departments to apply the following priority order to decision-making when an existing vehicle is non-compliant with air quality regulations or comes to the operational end of life:
 1. not replace the vehicle and cover operational requirements with other available vehicles (*e.g. hiring prestige vehicles for specific events, using electric cargo bikes, reconfiguring operations to make fuller use of existing fleet, using corporate contracts such as couriers, pooling resources between departments to share similar vehicles*)
 2. swap the vehicle with a low emission equivalent currently being used by the City Corporation outside the ULEZ 2019 Central Charging Zone (Square Mile)
 3. replace the vehicle with the cleanest possible alternative that:
 - a) meets operational need
 - b) applies the following hierarchy. (*Correct as of February 2019 but to be reviewed regularly by the Transport Coordination Group (TCG) and updated according to advances in vehicle technology and availability of infrastructure of e.g. hydrogen*):
 - i. Full electric
 - ii. Plug-in hybrid
 - iii. Petrol hybrid (regenerative braking)
 - iv. Petrol
 - v. (Euro 6/ VI) Diesel
 - c) utilises suitably reliable technology (*incl. trials and availability of maintenance and repair facilities*) and
 - d) constitutes the most cost-effective option within the vehicle class.
10. The following be removed / replaced / retrofitted according to the proposed policy:
 - ULEZ 2019 non-compliant vehicles operating in the Square Mile, immediately (29 Corporate and 44 police vehicles)
 - Historically exempt/ residential (temporarily) exempt and ULEZ-compliant fossil fuel vehicles of reputational significance, immediately (5 VIP/ Mayoral vehicles)
 - All remaining vehicles used outside the Square Mile/ ULEZ Zone, as and when they reach operational end-of-life or lease
11. It is proposed that the Transport Co-Ordination Group be Chaired from February onwards by the Commercial Director, in order to ensure best value solutions are opted for by departments, in line with all other aspects of the newly proposed policy.
12. After this stage of the transition to a zero-emission fleet in response to ULEZ 2019 has been achieved, collaboration between the TCG and Commercial Fleet Management (CFM) review team will take place, who will seek to future proof against increasingly rigorous legislation, whilst at the same time taking a fresh look at the way the City uses its fleet as a whole, considering the corporate commercial opportunities for the organisation and the ability to gain service improvement.

Corporate & Strategic Implications

13. A table outlining the policies, strategies and programmes that underpin a transition to a low/zero emission fleet can be found in Appendix 4. It covers relevant aspects of the City Corporation’s Air Quality Strategy, ‘No Diesel’ Policy, Responsible Procurement Strategy, Responsible Business Strategy, Corporate Plan, Mayoral Programme, draft Transport Strategy and draft Climate Action Strategy.

Implications

14. The table below sets out predicted costs according to departmental preferences on replacement vehicles. This is the maximum cost range as it does not factor in residual (trade in) values of existing fleet or fuel savings. Appendices detailing all intended vehicle models and associated costs are available on request, but it should be born in mind that each vehicle replacement request will be scrutinised on a case-by-case basis as part of TCG’s governance procedures, so figures will be continuously reviewed and amended.

Fleet	Total purchase cost	Equivalent annual cost to purchase (7 years life)	Lease costs per annum	Total lease cost (3 year term)
Corporate	£1.1m - £1.5m	£153k - £221k	£240k - £355k	£775k - £1.2m
Police	£1.7m - £1.8m	£247k - £260k	n/a	n/a

15. A parallel report on ULEZ funding (see background papers) was submitted to Finance Committee on 19 February 2019 proposing the specific mechanism by which the costs of procuring/ leasing vehicles could be met by departments, if they do not have sufficient local risk budget available to meet the total cost. The report sets out a process whereby each department would submit a fleet business case, this would consider the age, condition and a residual (trade in) value estimate of the current vehicle along with details of the proposed replacement options with associated costs. It would also include any current local risk budget set aside for vehicle replacement and in those cases where an electric vehicle is replacing a conventional fuel vehicle, existing fuel costs would be provided.

16. The ‘Net Uplift Cost’ for the vehicle would be provided via a loan and transferred to the local risk budget, with repayments phased over an agreed period no longer than 5 years. The loan would be managed via the Chamberlain’s Department, would be set at 2% above base rate, and would cease to be available from the financial year 2023-2024 when all fleet vehicles should have been transitioned.

Figure A – Net uplift Cost per vehicle formula

Net Uplift costs = New Vehicle Costs – Current Local Risk Budget

(Existing Budget + trade in value + fuel budget offset)

17. A project to install new electric charging infrastructure will progress through the gateway process as soon as a clearer prediction can be made on the number of electric vehicles that will be bought/ leased/ retrofitted. This prediction depends on Policy & Resources Committee endorsing this report, in which case there is likely

to be eight charge points installed at five locations. If an alternative option is selected, infrastructure decisions will be adapted accordingly. The estimated timeline for completion is July - Sept 2019. The Cleansing team within Department for Built Environment will work closely with City Surveyor's, City Procurement and other relevant departments to arrange workable contingency measures to charge electric vehicles until the infrastructure is ready.

Conclusion

18. The harmful levels of air pollution in the Square Mile are known to be a health hazard and the City Corporation has committed to improving air quality. The Mayor of London's strategy on air quality and introduction of the ULEZ along with increasingly rigorous emissions legislation, are key initiatives which the City Corporation supports. It is therefore important the City Corporation is seen to lead by example and reduce the emissions from its activities as far as reasonably possible.

3. Phase One achievements

Work undertaken as part the City Corporation’s Transition to a Zero-Emission Fleet so far has involved officers working to achieve the following:

- i. reduce City of London Police fleet (from 125 to 91) and corporate fleet (from 200 to 118)
- ii. trial eight new electric technologies over the last three years, including the UK’s first fully electric Refuse Collection Vehicle (RCV).
- iii. replace diesel vehicles with electric, hybrid or petrol models – we now operate eight electric vehicles and four hybrid models and have swapped two diesel chauffeured vehicles to petrol.
- iv. liaise with the Lord Mayor’s Office to undertake a series of trials and three demonstrations giving a holistic view of available hybrid and electric vehicles
- v. install electric vehicle charging infrastructure – 50 charge points are now available to the public in the Square mile in City Corporation owned car parks and 30 points are available in the Barbican Resident’s car park.
- vi. Survey five City Corporation sites to assess costs and viability of installing additional infrastructure needed to charge new electric vehicles added to the corporate fleet in 2019. This project will be progressed through the gateway process to seek funding for these charge points and associated labour. The number of charge points will be determined by the final decision made on this current report.
- vii. incorporate requirements for phasing in full electric refuse collection and other alternative fuel vehicles into the corporate waste collection contract.
- viii. encourage our supply chain to minimise their emissions – every contractor that has tendered for work involving vehicle movements in the City is required to undertake at least one action of their choice as part of the contract (e.g. green driver training, trailing clean vehicle technologies etc.).
- ix. Officers are involved in industry boards and with manufacturers and other counterparts to progress improvements in air quality alongside road danger reduction including working with six manufacturers on concept vehicles, being board members on the Fleet Operator recognition Scheme (FORS), CLOCs and TfL’s LoCity initiative and hosting the international Future Fleet Forum for the last two years.

4. Existing City of London policies, strategies and programmes that underpin a transition to a low/zero emission fleet

	Guidance on fleet, air quality and related topics
Air Quality Strategy – Square Mile. (New draft for consultation in March 2019)	<ul style="list-style-type: none"> • Focus on air quality monitoring; demonstrating leadership, collaborative action; reducing emissions from a range of sources in the Square Mile and raising awareness • Work is underway to pilot an ultra-low emission vehicle only access restriction in Moor Lane. This pilot will provide useful information for local zero emission zones as detailed in the draft Transport Strategy and improvements in air quality in Beech Street
No diesel policy	<ul style="list-style-type: none"> • Driven by the Air Quality Strategy 2015 – 2020, a ‘No Diesel’ policy was implemented in January 2016, banning the purchase or lease of diesel vehicles by departments unless absolutely operationally necessary. This is managed and overseen by TCG.

Transport Strategy (draft) Proposal 33:	<ul style="list-style-type: none"> Commits to making the City of London's own vehicle fleet zero emissions', the commitment states 'the City Corporation will upgrade its vehicles which operate in the Square Mile to meet the standards we set for local zero emission zones. Contractors vehicles that operate within the Square Mile will also be required to meet these standards. Where possible charging infrastructure in City Corporation's operational sites will be made available to contractors' vehicles'.
'Shaping Tomorrow's City Today'	<ul style="list-style-type: none"> The Mayoral Programme aims to promote innovation and technology, champion digital skills and address digital and social inclusion, with a specific commitment to electrify the City Corporation's fleet.
Climate Action Strategy (in progress)	<ul style="list-style-type: none"> The Zero Emissions City report estimates that if all vehicles in the City switched to 100% renewable electricity the City's overall carbon emissions would decrease by 7%. This would make a significant contribution to the aim of becoming a zero carbon City by 2050. Electrifying the City Corporation's fleet would demonstrate leadership on this agenda providing evidence to City businesses of the feasibility of using an all-electric fleet and encouraging them to follow suit.
Responsible Business Strategy	<ul style="list-style-type: none"> Minimise the use of diesel vehicles being used by staff and Members to travel to and from work and during work, by promoting and facilitating more environmentally-friendly forms of travel. Significantly increase the number of clean vehicles in our fleet and continue to trial new technology. Encourage and facilitate the uptake of clean alternative vehicles throughout our supply chain. Increase the number of electric vehicle charge points across our sites
Corporate Plan	<ul style="list-style-type: none"> We have clean air, land and water and a thriving and sustainable natural environment' Provide a clean environment & reduce negative effects our activities.
Responsible Procurement Strategy	<ul style="list-style-type: none"> The 'Procurement Policy to support the Air Quality Strategy', which forms part of the Responsible Procurement Strategy lists actions to comply with the City Corporation's Air Quality Strategy, Transport Policy, or both, including disallowing the purchase of diesel vehicles, requiring investigation by officers into alternative fuel vehicles, setting emissions requirements for non-road mobile machinery (NRMM) and committing to the use of petrol-hybrid taxis as a minimum within corporate contracts and agreements. Further intended actions to support the above include exploring the use of consolidation centres for our own deliveries and those of works contractors, incentivising relevant suppliers to use zero emission capable vehicles.

Background Papers

ULEZ Funding – Finance Committee 19/02/2019

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Committee(s):	Date(s):
Open Spaces and City Gardens Committee Epping Forest and Commons Committee Port Health & Environmental Services	8 th April 20 th May 5 th March
Subject: Agriculture Bill and Fisheries Bill	Public
Report of: Remembrancer Report Author: Philip Saunders	For Information
Summary	
<p>Both Bills are prompted by the UK’s departure from the EU. The Agriculture Bill</p> <ul style="list-style-type: none"> • makes provision to replicate funding currently provided by the EU’s Common Agricultural Policy • makes substantial changes to the way in which public funding for agriculture will be assessed <p>The Bill is of interest to the City in relation to certain activities in open spaces.</p> <p>The Fisheries Bill</p> <ul style="list-style-type: none"> • sets out a framework for rules about the licensing of fishing boats, unauthorised catches of sea fish and fish stock conservation. The Bill is not of direct interest to the City Corporation. <p>Recommendation</p> <ul style="list-style-type: none"> • It is recommended contents of this Report are noted. 	

Main Report

Background

1. Describing the aims of the Agriculture Bill, Environment Secretary Michael Gove said “Every measure in the Bill is designed to ensure that our farmers receive the support that they deserve to give us the healthy food that we enjoy and the beautiful rural environment on which we all depend”. He told MPs that during the consultation ahead of the Bill “not one of the submissions we received requested that the CAP status quo should remain”. Defining ‘public good’ for the purposes of the Bill, he

said it was “about clean air, soil quality and making sure that we invest in carbon sequestration, that farmers get supported for the work that they do to keep our rivers clean and our water pure, that the public have access to our glorious countryside and that the contribution that farmers make to animal health and welfare is recognised. We all benefit from those public goods, but, at the moment, our farmers are not adequately rewarded for them”.

2. Gove’s Labour shadow, Sue Hayman, said her party “absolutely agrees with the need to shift financial assistance in the way proposed by the Bill, from support for simply owning land to the principle of public money for public good to help those who work our land to restore and improve the natural environment. This has been rightly welcomed by environmental campaigners as a real turnaround in the Government’s thinking. I join those campaigners in applauding the Secretary of State in this regard”. The Bill did not, however, go sufficiently far on three areas: targets for environmental improvements; a commitment to “producing healthy, home-grown food in a post-Brexit world”; and “protecting the people of this country from food poverty”.
3. Introducing the Fisheries Bill, Michael Gove garnered agreement across the House when he stated that “the common fisheries policy did damage. It did environmental damage to fish stocks and to our marine environment. It also did economic damage to the fishing industry, which has been such a critical part of this country’s heritage and which can again become a vital part of our economic future. The common fisheries policy did social damage as well, because coastal communities suffered. Their economies were hollowed out and businesses collapsed as a result of its operation”. The Bill provides, Gove explained, for the UK to be an independent coastal state from 2021.
4. Labour’s Sue Hayman supported the Bill’s broad aims and indicated her party would support the proposals. She protested, however, that the proposals did not go sufficiently far to ensure catch quotas were evenly spread amongst fishermen.

The Agriculture Bill

2. The City Corporation cares for almost 12,000 acres of natural and historic open space. They include internationally important wildlife habitats, Sites of Special Scientific Interest and National Nature Reserves for the public to enjoy. In Epping Forest and Burnham Beeches the management of the ancient wood pasture landscape is undertaken in a way that is in keeping with its ecology built up over many centuries. In sympathy with ancient

methods of woodland management, areas of trees are pollarded on a rotating basis, so as to allow cattle to graze, thus reducing the impact on the land and maintaining delicate forest ecosystems.

5. Cattle are grazed because of the ecological and historic value they bring to the wood pasture landscape. The methods used to maintain and preserve Epping Forest have remained substantially the same for hundreds of years.
7. The Bill is an enabling Bill which creates many delegated powers. It sets out a framework for the UK's departure from the Common Agricultural Policy (CAP) and for a replacement system based on the use of public money for 'public good'. It also makes provision for a change to 'farming' payments in the long term.

Common Agricultural Policy

8. CAP is a highly complex system of agricultural subsidy. In England, broadly stated, the resulting payments fall into 3 categories – basic payments, green, and young farmer. Basic payments are made direct, they are decoupled from production and are based on the hectares farmed. The amount changes depending on other payments such as those made under the green or young farmer categories. The full amount of direct payments is only made where the farmer complies with a range of other EU rules (eg on plant health, water resource protection and food safety).
9. The current arrangements under CAP will continue post-Brexit because the laws governing the scheme will become 'retained EU law'. In relation to the current subsidy framework, there will be a transition period of at least 7 years during which direct payments based on CAP will be phased out. The Bill creates a power for the Government to modify elements of the retained CAP regulations regarding the finance, control and reporting regime that applies across the CAP. The modification powers could, for example, allow the government to change elements of the inspection regime or system of penalties. The Bill creates powers to repeal EU aid schemes for fruit and vegetable producer organisations. The Bill clarifies that existing rural development payment schemes will continue (even if the overall rule framework were to change).

Public Good payments

10. The Government's aim is to move to a new Environmental Land Management Scheme which will make payments for 'public good' in

farming and land management. Farmers are already familiar with schemes such as the ones sketched in the Bill – the Countryside Stewardship scheme is one example. Given that the Bill creates only a high-level framework, details of the future schemes are not yet available.

11. The Bill provides a power that would allow the government to pay farm support in a lump sum so as, for example, to give a farmer the ability to make a substantial capital investment.
12. Reaction from farming organisations and environmental groups has been broadly supportive but some concerns have been expressed regarding the certainty of long-term funding arrangements.

The Fisheries Bill

13. Under the Bill it is proposed that the existing rights of EU nations to access UK waters will be revoked and the UK will licence individual vessels from other nations. Ministers have repeatedly asserted that the Bill, similarly to the Agriculture Bill, will focus on conservation and environmental matters.
14. The Bill introduces a new system similar to the widely-commended system operated in New Zealand which will allow fishermen to catch and land ‘bycatch’ but, in relation to fish thrown back to the sea, there would be fines for exceeding throw-back limits. This provision is intended to gradually eliminate discards of fish, on a case-by-case basis, by avoiding and reducing, as far as possible, unwanted catches, and by gradually ensuring that catches are landed.

Consultation

15. The Markets & Consumer Protection has been consulted in the preparation of this Report.

Conclusion

16. Some City Corporation open spaces receive a relatively modest amount of EU funding which helps to support its environmental and farming management. Higher level stewardship payments form a substantial part of this funding in recognition of the sympathetic stewardship carried out by the City Corporation.
17. Given the Government’s commitment to continue to provide the same cash total in funds (approximately €4bn per year) for farm support across

the UK until the end of this parliament, expected in 2022, it is not anticipated that there will be any funding issues. Indeed, if the Bill's proposals to give greater weight to the quality of environmental stewardship are enacted, it is possible that the City's sensitive stewardship of its open spaces will receive additional government assistance. The City Corporation has given support to funding methodologies which recognise high-quality management of the landscape and promote care for ecologically important areas, land heritage and sensitive sites.

18. In relation to fisheries, the City Corporation's activities as the London Port Health Authority for the tidal Thames relate to the collection of shellfish and dispatch of the same to laboratories for testing.

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Committee:	Date:
Open Spaces & City Gardens	08 April 2019
Subject: City Gardens Update	Public
Report of: Director of Open Spaces	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 February 2019.</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 (City Fund) and Bunhill Fields (City's Cash) are predicting no significant variation from its set budgets. Members will be aware of the increasing pressure on budgets, which is only likely to get worse in future years as a result of any further budget reductions, and an anticipated 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. Interviews have been conducted for the Support Services Officer and the position has been offered to a candidate.

Operational Activities

3. The four-year tree work OJEU contract is out to tender; this will commence in July of this year. A contractor has been secured for the interim period.

4. The IT transformations programme is progressing, though the software development is taking longer than anticipated with roll out delayed until June of this year.
5. To ensure the City Gardens team is ULEZ compliant, we are in the process of awarding a contract to Limesquare to supply compliant diesel vehicles for the 8th of April for one year. Following this period, we will transition to an electric or electric / hybrid fleet. Having looked at all the possible options it was considered that this was the only solution that is ULEZ compliant and does not adversely impact on the service delivery of City Gardens.
6. City Gardens took receipt of the warm water pressure washer on the 20th March and will be receiving training in April. This is specialist kit that will be used primarily to clean the stonework at Seething Lane, being partially funded from the contribution made by the developer of that site.

Pets and Diseases

7. **Box Disease:** The Box hedge has been replaced with Yew at the Queen's Diamond Jubilee Gardens. City Gardens are to undertake a visit to RHS Wisley to learn from the hedge trials they are conducting with an aim to broaden our planting palette to overcome the problem of relying on a limited number of species.

Project Updates

8. **Barbican Planters:** Four new bespoke planters are now in-situ and planted at Willoughby Podium and one replaced at Willoughby Tower.
9. **St Alphage's Garden:** this garden is currently under construction; it is anticipated that completion will take place in May 2019, following a major refurbishment of the site.
10. **Monument Street/Lower Thames Street:** This project has now been completed with the installation of multi-stemmed trees and underplanting. These planters are forming part of a trial, the large planter has been filled with a manufactured substrate, the lower smaller bed filled with normal soil. The same planting will be used in both planters so that we can compare growth and maintenance requirements of both.
11. **Stonecutter Street – Goldman Sachs development:** Trees have now been installed in the planters along Farringdon Road and underplanting will be carried out imminently. The infill for the planters on Shoe Lane and planting is programmed to be carried out in May.
12. The second phase of tree planting will be carried out on the 3rd April whilst the third phase will not happen until late spring/early summer owing to overrun of the development. Planting will take place outside of the recommended planting window but due to the high-profile nature of this project, it is important that the team complete this work.

13. **60-70 St Mary Axe:** This design incorporates three raised planters with multi-stem trees and underplanting, which is now complete.
14. **Artizan Street:** The former car park ramp has been transformed into a sloping garden along with raised planters and screen planting to enhance the streetscape. This project will be completed in early April.
15. **Senator House:** The garden infrastructure has been constructed by the developer's contractor under license. City Gardens are driving to get this site completed but due to poor drainage issues needing to be resolved we have not yet accepted handover from the developer.
16. **Millennium Bridge planters:** Two large planters, installed as part of the Riverside improvements have been planted with multi-stemmed trees and robust underplanting to complement that used outside the City of London School.
17. **St Bartholomew's Close:** Following the bankruptcy of the developer responsible for this project, the project was delayed, however works are back underway. Six street trees have already been planted with more to follow in 2020. Raised bronze planters are due for installation in early summer 2019 and will be planted with large multi stemmed trees and shrubs.
18. **St Brides Street:** City Gardens have refurbished the six large planters adjacent to Farringdon Street by removing all previous planting (except the two mature Olive Trees), topping up the soil with a crushed brick substrate and planting new central multi-stemmed trees, including underplanting.

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 have been working with the Friends of City Gardens to improve the horticulture of this site. The Friends are submitting bids to secure funding for further improvements.
21. City Gardens is actively supporting the Culture Mile helping scope a number of events and installations for this summer with much of the focus on Smithfield Rotunda Garden.
22. The City Gardens Walks run by the City of London Guides will be commencing again in May.

Appendices

Appendix 1 -Planning Application Open Spaces Consultations to 19 March 2019

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Appendix 1

Planning Application Open Spaces Consultations to 19th March 2019

Application number	Location	Description
PT_LH/19/00022/MDC	Bartholomew Close, London EC1	Details of hard and soft landscaping for Phase 3 of the development pursuant condition 45 (in part) of planning permission 16/00165/FULMAJ dated 16th March 2017.
PT_CL/18/01198/FULL	Brewers' Hall Aldermanbury Square London EC2	Demolition of third floor mansard, erection of replacement floor and additional double mansard and change of use of second floor from livery hall (sui generis) to office (B1) to create an additional 631.5sq.m of lettable office space (B1); and works to Brewers Hall Garden.
PT_EVR/19/00186/MDC	21 Moorfields London EC2Y	Discharge of condition 7b details of all alterations to the City Walkway bridge over Moor Lane pursuant to planning permission 17/01095FULEIA dated 04/05/2018

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Committee	Dated:
Open Spaces & City Gardens Committee	08 April 2019
Subject: Churchyards Enhancement Programme	Public
Report of: The Director of Open Spaces	For Decision
Report author: Madhur Gurjar, Open Spaces	

Summary

The Churchyard Enhancement Programme (CEP) was developed to address the need to increase the amount and quality of accessible open space in the City. The development of the CEP provides an umbrella under which individual projects are to be coordinated. In July 2018 the Committee noted progress made on the detailed site assessments of the Churchyards, the prioritisation exercise to identify those churchyards most in need of improvement and of the detailed public consultation completed by the project team. Committee approved the prioritisation of the 11 churchyards, to make progress on the detailed project briefs and to develop a delivery plan.

This report summarises the progress made on the overall CEP Programme. This includes detailed project briefs for the 11 transformational projects including an update note on the 2 projects that have already been approved, high level cost information on 10 small- medium scale improvement projects and cross- cutting work stream

Recommendations

Members are asked to:

- Approve the Churchyards Enhancement Programme noting progress to date.
- Approve the project briefs for the 9 priority churchyards (proposed aspirational projects), attached at Appendix 2;
- Note the status of the 2 existing churchyard improvement projects.
- Approve the small- medium scale outline project ideas for 10 churchyard improvement projects and cross cutting work stream, attached at Appendix 3
- Approve, in principle, the delivery of the churchyard improvements on a project by project basis, subject to available funding, to be progressed through the City's Project Procedure as appropriate.

Main Report

Background

1. Churchyards form the setting for the City's listed Churches and ancient monuments, are the burial places of past City communities and are part of a rich ecclesiastical, architectural and social heritage. There are over 60 churchyards in the City and these vary greatly in size, condition and character. Many are popular green spaces or 'hidden gems' that provide much needed places for rest and enjoyment. However, others are underutilised and in need of improvement. The programme has completed detailed site assessments and a detailed consultation exercise involving all parishes as well as wider public. Following the consultation, churchyards were prioritised for enhancement, considering their strategic importance to the City, and based on the feedback received from the consultation and site condition assessments conducted by officers. The list of the approved prioritised churchyards is attached at Appendix 1.

Current Position

2. Following the approval of the prioritisation list of churchyards in July 2018, project design briefs have been written in consultation with internal stakeholders and informed by the consultation and site assessments. Project briefs for 9 churchyards are included at Appendix 2. Two of the prioritised churchyards, namely St. Mary at Hill and St Peter Westcheap, have already been approved under the Project Procedure and a project update for these is included in the same appendix. High level project ideas for small to medium scale improvement works in further 10 churchyards have also been prepared along with summary of the cross cutting workstreams that cover all the above churchyards. This is summarised at Appendix 3.
3. The project briefs for enhancements of the prioritised Churchyards as well as the small to medium sized landscape improvements will aim to achieve the following benefits:
 - Responding to the projected increase in worker, visitor and resident numbers in the City by providing enhanced areas to sit, eat lunch and relax whilst maintaining the historic character of these unique spaces;
 - Increase biodiversity and greenery within the spaces;
 - Accommodating active uses such as small-scale community or corporate events (in those churchyards where such uses are permissible or compatible with the space);
 - Providing inclusive access (wherever possible) to enable people of all abilities to use the spaces, and improve connections and signage;
 - Reducing pressure on current maintenance budgets by delivering new spaces that require less maintenance and including budget for future maintenance within project costs;
4. Whilst it was understood that the Diocese of London would be leading an application for funding from the Heritage Lottery Fund, this has not materialised.

In the absence of this external funding and financial partnering with the Diocese there is uncertainty over the timescales for delivery of these enhancement projects.

Corporate & Strategic Implications

5. The Churchyard Enhancement Programme supports the following outcomes in the Corporate Plan 2018-23:
 - Contribute to a flourishing society, where communities are cohesive and have facilities they need;
 - People enjoy good health and wellbeing;
 - Shape outstanding environments where we have clean air, land and water and a thriving sustainable natural environment.
6. The CEP also supports the Open Spaces Department's three top line objectives:
 - Open spaces and historic sites are thriving and accessible.
 - Spaces enrich people's lives.
 - Business practices are responsible and sustainable
7. The Open Spaces Strategy was adopted in January 2015 as a supplementary planning document (SPD). It sets out a vision for open space in the City as follows:

"The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy, sustainable and socially cohesive place for all the City's communities and visitors".

Financial Implications

8. Publicly accessible open space and public realm enhancements are both listed as "Infrastructure to be funded by CIL" in the City's "Regulation 123 List". The City churchyards are a community resource and cultural asset and, subject to remaining open to the public, may be considered as "publicly accessible open space" and "public realm". Therefore, subject to the necessary approvals, Community Infrastructure Levy (CIL) is an appropriate source of funding for these works.
9. The availability of CIL funding for individual projects will affect the scale, timeline and delivery of the project. The use of and prioritisation of CIL funds falls within the scope of the fundamental review of Corporation wide capital works going forward and so availability of funds for projects is not guaranteed.
10. The Open Spaces Department and City Surveyors Department will be committing staff resources to the delivery of the identified projects. This will include project management, procurement and delivery of the project. Staff costs will also need to be covered by CIL funds.

11. **Table A:** Estimated work costs of the high priority Churchyards

Name of churchyard	Estimated Cost (£) (Capital works)	Estimated Cost (£) (Staff costs, consultant fees and charges)
St Helen's Bishopsgate	£400K to £500K	£120K to £150K
St Anne & St Agnes	£600K to £800K	£180K to £240K
St Paul's Cathedral	£800K to £1.5M	£240K to £450K
St Bartholomew the Great	£300K to £500K	£90K to £150K
St Mary Aldermary	£300K to £400K	£90K to £120K
St Olave Silver Street	£300K to £400K	£90K to £120K
St Botolph Bishopsgate	£700K to £1M	£210K to £300K
St Brides Fleet Street	£300K to £500K	£90K to £150K
Christchurch Greyfriars	£400K to £500K	£120K to £150K
St Mary at Hill	£425K to £500K	£45K to £160K
St Peter Westcheap	£300K to £350K	£70K

12. The next step would be to bid for funds from either the Neighbourhood, Unallocated, or Open Spaces CIL pots (or a combination of these) for all CEP projects.
13. **Table B:** Estimated work costs of the small- medium scale landscape improvements to Churchyards

Name of churchyard	Estimated Cost (£) (Capital works)	Estimated Cost (£) (Staff costs, consultant fees and charges)
All Hallows London Wall	£200K to £250K	£60K to £75K
St Andrew By the Wardrobe	£50K to £100K	£15K to £30K
St Andrew Undershaft	£20K to £50M	£6K to £15K
St Anne Blackfriars Ireland Yard	£100K to £150K	£30K to £45K
St Giles Cripplegate	£100K to £150K	£30K to £45K
St Mary Staining	£30K to £50K	£9K to £15K
St Pancras Soper	£20K to £30K	£6K to £9K
St Peter Cornhill	£75K to £150K	£23K to £45K
St Sepulchre-without-Newgate	£50K to £150K	£15K to £45K
St Benets Paul's Walk	£15K to £20K	£5K to £6K

14. **Table C:** Estimated work cost of cross cutting work streams

Workstreams	Estimated Cost (£) (Capital works)	Estimated Cost (£) (Staff costs, consultant fees and charges)
Information Signage	£300K to £400K	£90K to £120K
Template Legal Agreement	unknown	unknown

15. **Table D:** Available funds in CIL

Funding Source	Funds available (£)
CIL Neighbourhood	£4,790,000
CIL Open spaces	£1,600,000
CIL Unallocated	£7,970,000

16. Other likely streams of funding to be pursued include contribution from S106, S278, Transport for London, Private/ Church contributions, Greater London Authority and Heritage Lottery Fund, subject to their individual bidding procedure.

17. Subject to Members' approval of the project briefs for the high priority churchyards and project ideas for the small-scale improvements including the cross-cutting work streams, it is proposed that individual projects will be initiated and progressed through the City's Project Procedure as usual when appropriate funding becomes available. The programme board will remain in place to provide direction and monitor schemes as they are implemented, and benefits are realised.

18. One of the key work-streams for the projects above will be the development of updated maintenance legal agreements with individual Churches once the design project is initiated. This will involve a legal process to agree on the onus of costs of maintenance of the churchyard there after. This will need to consider any costs of related negotiations, consultations, or legal process. A template maintenance agreement has been negotiated with the Diocese which will need to be negotiated with individual Churches on case by case basis. The costs of these legal negotiations are currently unknown.

Legal Implications

19. Churchyards have individual and complex land ownership issues. Only a small number are managed under the Open Spaces Act 1906. Most are publicly accessible private land and either maintained by the City by formal agreement under Section 5 of the City of London (Various Powers) Act 1952 pursuant to the Burial Act 1855 or by informal agreement. The freehold generally rests with the individual parish rather than the Diocese.

20. Many churchyards have either restrictive covenants, byelaws, maintenance

agreements or other arrangements that affect the types of improvement or the activities which can take place on them. There are few which currently permit commercial or income generating activities. Cost implications will need to be considered on a case by case basis where permitting commercial activities in certain churchyards is sought. (i.e. For making any amendments to the restrictive covenants, byelaws etc). Planning considerations will also be relevant as will be, for example, amenity issues. These costs are currently not included in the estimates above.

Next Steps

21. In order to progress the programme of projects, it is proposed that officers:
- Ascertain appropriate sources of funding available for each site.
 - Ascertain legal costs likely to be incurred in negotiating a maintenance agreement with individual churches.
 - Subject to corporate prioritisation exercise, apply for CIL funding once the application process has been approved.
 - Initiate individual projects in line with City's Project Procedures.

Summary

22. Good progress has been made on the CEP so far but, without a large initial investment of capital (through HLF or similar), it is not possible to progress 'batches' of projects as was the initial intention. Instead, it is proposed that individual projects will be initiated on a case by case basis, as and when suitable funding is identified and when evaluated against other corporate priorities.
23. Whilst the corporate prioritisation process is finalised, Members are asked to approve project briefs for the priority churchyards, outline project ideas for small to medium scale landscape improvements to churchyards and cross cutting work streams in the programme, as attached at Appendix 2 and 3.

Appendices

- Appendix 1 – List of approved prioritised Churchyards
- Appendix 2 – Project briefs for the high priority churchyards including appendices A and B
- Appendix 3 – Outline project ideas for churchyards prioritised for small-medium sized landscape improvement projects and cross cutting work streams

Background Papers

Update report Open Spaces and City Gardens Committee (July 2018)

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Churchyard Enhancement Programme
List of high priority churchyards
Appendix 1

Top 11 High Priority Churchyards

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

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

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Churchyard Enhancement Programme

Project briefs for high priority churchyards

Appendix 2

Name of churchyard

1. St Helen's Bishopsgate
2. St Anne & St Agnes
3. St Paul's Cathedral
4. St Bartholomew the Great
5. St Mary Aldermary
6. St Olave Silver Street
7. St Botolph Bishopsgate
8. St Brides Fleet Street
9. Christchurch Greyfriars
10. St Mary at Hill
11. St Peter Westcheap



St Helen's Bishopsgate Churchyard

Design Brief (Part of Churchyard Enhancement Programme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City not only for enjoyment by residents, workers and visitors but also as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Programme (CEP)

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces; however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a CEP that will address the need for improvements to the churchyards.

The main objectives of the CEP are as follows:

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

The CEP has identified St. Helen's Bishopsgate churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the new Churchyard has local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of the stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified following the public consultation:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Helens Churchyard is located within the (draft, yet to be adopted) Eastern City Cluster (ECC) Area Enhancement Strategy. St Helen's churchyard is identified as an important open space with potential for enhancement to the natural charm of its heritage character by creating an improved green space.

Local Plan policies relating to historic environment, open space and public realm tie the site into the wider planning context. Refer to Appendix B for relevant policies.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

St Helen's church is a Grade I listed building and falls within the St. Helen's Place Conservation Area. The conservation area is focused primarily on those buildings which enclose, and define the space of St. Helen's Place, and those buildings in Great St. Helen's which contribute to the setting of the Parish Church of St. Helen. The Priory of St. Helen was founded on the site for Benedictine Nuns in the early thirteenth century and shared the church with the parish. The church was rebuilt in the same century and extended to include two parallel naves; the southern nave was used by the parishioners, and the northern one by the nuns. It is this church which largely survives today. The extensive grounds of the irregularly-shaped Priory precinct would have covered most of the conservation area. It was divided into two parts by the church. The northern half included the cloister, kitchens and service court, whilst the southern part contained tenements. The other significant space at that time was the churchyard itself, to the west of the Church, which included a graveyard cross and St. Helen's Well in the southern wall. Much of the Priory survived until 1799 when the site was cleared, and Great St. Helen's and St. Helen's Place were laid out.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City’s historic environment.

It can be found here:

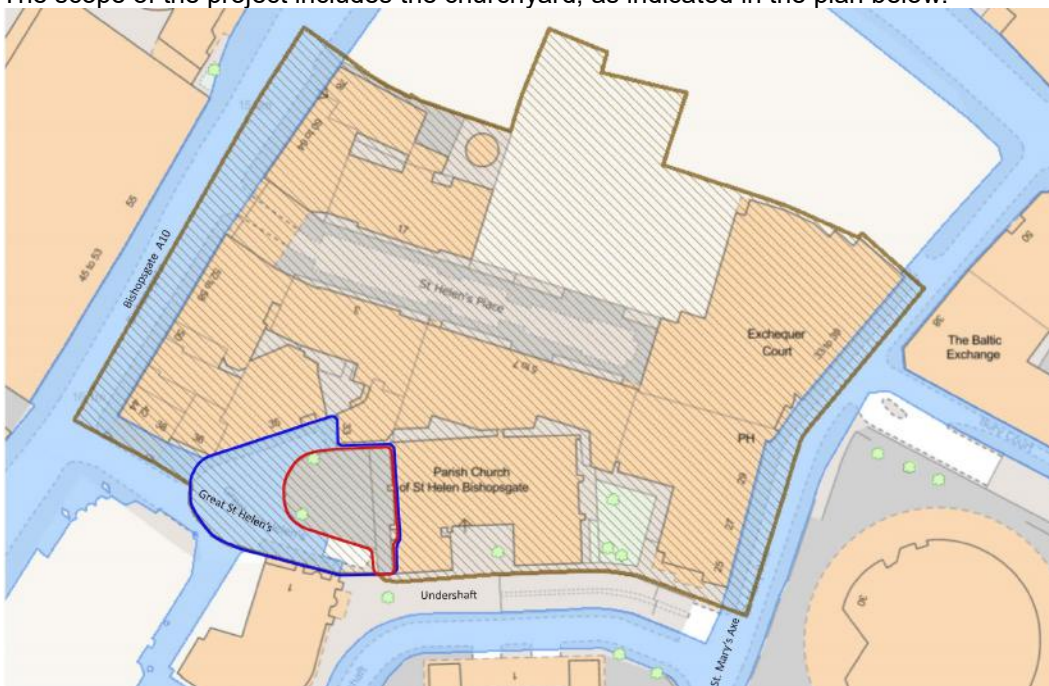
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

3 Existing Site

Great St Helen’s uniquely captures the sense of character, contrast and change within the Eastern cluster, juxtaposing and celebrating the most ancient with the most contemporary. This important public space combines the charm and character of the grade I listed Great St Helen’s church and its churchyard (as one of London’s most ancient of buildings being contemporary with Westminster Abbey), alongside some of the tallest and most recent buildings in the City, including 122 Leadenhall Street, 22 Bishopsgate and the planned development of 1 Undershaft. It is a popular pedestrian route and gathering space providing good east-west links into and out of the cluster as well as offering a significant open space with a strong presence of greenery by way of large Plane trees.

3.1 Scope

The scope of the project includes the churchyard, as indicated in the plan below.



- KEY**
- St Helen's Churchyard
 - Wider area of consideration
 - St Helen's Place Conservation Area
 - Highway land

- 3.2 The churchyard is a well-used open space but does not have level access from either Great St. Helen's or from the church itself and has mainly hard landscape in the form of York stone paving which is in a good condition. There are two mature London Plane trees and some shrubbery primarily along the perimeter wall of the churchyard. The perimeter wall although not individually listed, is a heritage asset of the site, and historically had railings enclosing the space. Aspiration of the project is to not enclose the site with railings as it currently benefits from natural surveillance. The space offers limited seating capacity for lunchtime gathering and the lack of sufficient bin provision has caused litter issues especially over weekends. The existing asphalt finish to the adjoining highway space maintains a vehicular 'back of house' dominance.



The issues/ constraints of the site are:

- Churchyard is well used but has limited seating opportunities.
- Hard landscape- mainly York stone paving with limited planting therefore the environment feels harsh.
- Soft landscape- limited planting
- Back of house feel to the space due to tarmac street around and lack of visual buffer
- Limitation on development due to burials in the Churchyard
- Limited bin facility therefore issue with litter
- Poorly lit
- Raised kerbs/ level limits equal access
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.

3.3 Tree Survey

A tree survey will be provided/ commissioned by the Client as a part of the project

4 Design Brief

The main aim of the project is to redesign the churchyard to provide a peaceful space away from the noise and pollution of the adjacent roads. The redesign of the churchyard should also provide:

- A unified space designed to celebrates the heritage and character of the site e.g. Its history as Priory of Benedictine Nuns.
- Introduce more greenery that is easy to maintain and provides a variety of colour and strikes a balance between the hard and soft landscape.
- Increase seating provision complementary to the size of the space; seating that is incorporated within the design of the churchyard, rather than individual benches to reduce the visual clutter within the small churchyard.
- An enclosed bin storage solution would address litter issues and enhance the churchyard's appearance.
- The churchyard is currently dark at night. Assess the need of lighting and therefore the perceived safety within the space after hours.
- The layout and design of the churchyard be kept open. From this perspective historic railings to enclose the church wouldn't be desirable.
- Provide inclusive access to enable disabled people to use the spaces and improve connections;
- Improve signage to convey the varied history of the site. Interpretation of the history of the churchyard would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- Approximate overall budget for the project is £400K to £500K.

In addition to above:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the churchyard to retain its individuality.
- A landscape enhancement scheme for the churchyard has been previously prepared by a landscape architect on behalf of the neighbouring development (22 Bishopsgate). Some of the considerations within this brief, but not all, are encompassed within the scheme. Design work as a part of this brief should take into consideration the enhancement scheme produced previously.
- A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual. It was noted that water supply to the churchyard may be required to maintain this.
- Activities within each of the churches in the parish are linked. For example, St Andrews Undershaft serves food after services at St Helen's Bishopsgate. There is currently no commercial activity in the churchyard although events occur relatively frequently, and a marquee is often used.
- The churchyard was paved over years ago as the grass was difficult to maintain, and the space was frequently used for church events.



St Anne St Agnes Churchyard

Design Brief (Part of Churchyard Enhancement Scheme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City are there to be enjoyed by residents, workers and visitors alike as well as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Strategy

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a Churchyards Enhancement Programme (CEP) that will address the need for improvements to the churchyards to support the Future City.

The main objectives of the CEP are as follows:

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

The CEP has identified St. Anne St Agnes Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the new Churchyard has local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of local residents and stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Anne and St Agnes Churchyard (see location map) is located within the Cheapside and Guildhall Area Enhancement Strategy.

Local Plan policies relating to historic environment, open space and public realm tie the site into the wider planning context. Refer to Appendix B for relevant policies.

2.5 Sites of Importance for Nature Conservation (SINC):

The London Plan identifies the need to protect biodiversity and to provide opportunities for people to access nature through local green spaces. The best examples of key habitats and green spaces are identified as Sites of Importance for Nature Conservation (SINCs). Many of the City's open spaces such as the churchyards have a strongly historic character that underscores their biodiversity to powerful effect. A number include historic structures such as parts of the Roman and medieval City wall, exposed Victorian building basements, elements of former churches damaged or altered after the Second World War, gravestones destroyed in the Blitz, and memorial structures.

The Roman Wall along Noble street (north of St. Anne St Agnes Churchyard) is identified as a SINC site of local importance in the City of London's Biodiversity Action Plan (BAP). The Churchyard's proximity to this SINC site should be considered as an important factor while redesigning the open space.

More information on the action plans to deliver the objectives of the BAP can be found here: <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/city-gardens/wildlife-and-nature/Documents/city-of-london-biodiversity-action-plan-2016-2020.pdf>

2.6 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation

St Anne and St Agnes Churchyard was first recorded in 1269 and its form has changed considerably over time. By 1745 it had become much more hemmed in by buildings and took the form of a polygonal open space in front of the church. It remained thus until the Blitz of the 1940s, when the buildings dividing it from Noble Street were destroyed. The small area of land to the north of the church was formed by c.1880. In 1971-2 the churchyard was extended to the south and east when an open garden was made of these blitzed plots, part of a wider landscaped area. Planning permission has been granted for an extension on the north part of the churchyard.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

It can be found here:

<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

3 Existing Site

The churchyard is located within the Foster Lane conservation area. The Churchyard of St John Zachary and the vegetation surrounding St Anne and St Agnes church make a significant contribution to the character and appearance and biodiversity of the area.

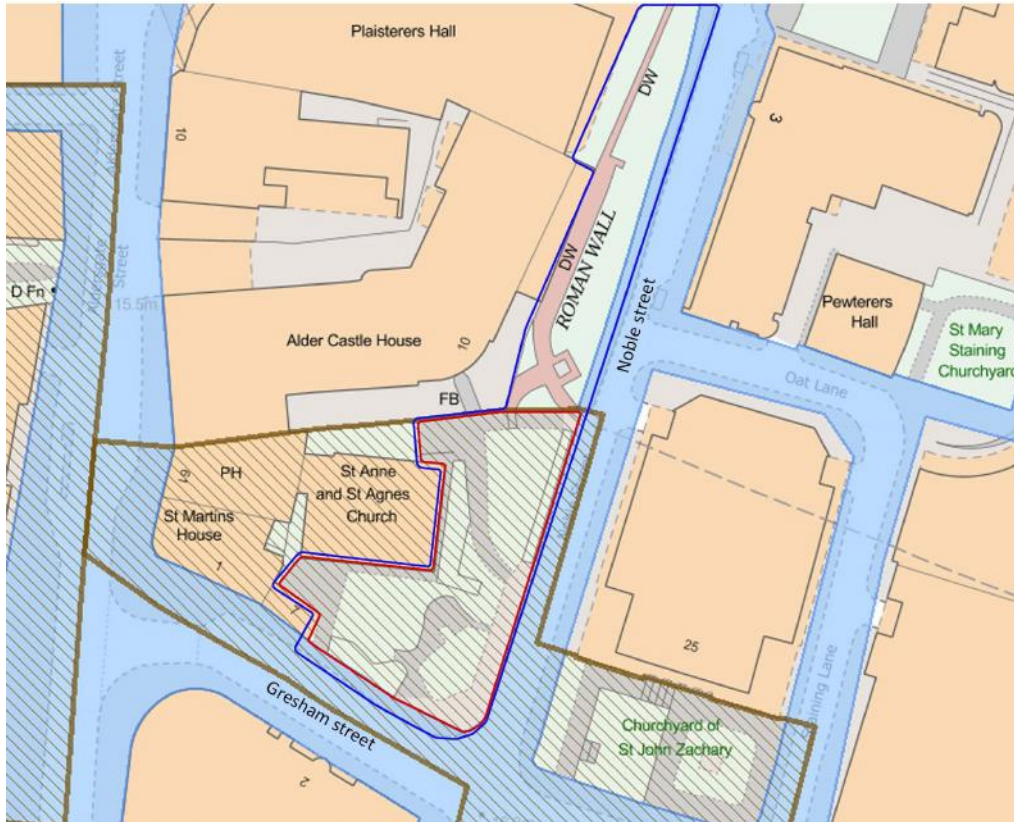
3.1 Scope

The scope of the project includes the Churchyard, as well as the open space north of the churchyard along Noble Street.



Existing Site Plan

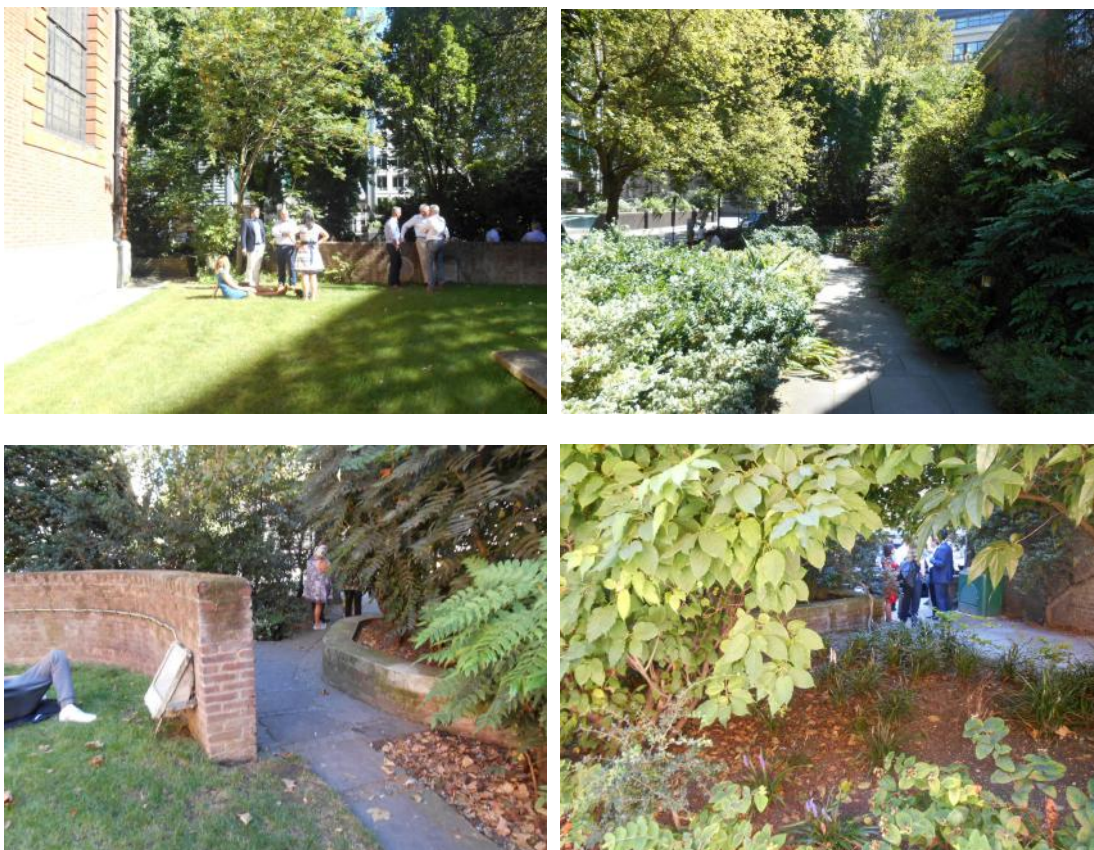
Location Plan



3.2 The churchyard is a well-used open space with plentiful trees and greenery and has level access from Noble street and Gresham street. It has mainly soft landscape in the form of lawn and mature shrubbery and trees. This shrubbery which seems to take up majority of the space in this small Churchyard is mainly along the perimeter and is considered an asset in terms of biodiversity and providing an ecological corridor linking to the SINC site nearby. This planting also obscures the views from the street into the Churchyard and makes the spaces feel secluded. This has led to some anti-social behaviour in the churchyard e.g. rough sleeping, ongoing issue of excrement and cab drivers urinating in the churchyard as it is adjacent to a taxi rank.

A narrow serpentine path and a brick wall segregate the churchyard in two distinct areas. The small grassed garden in front of the church leads onto another area of raised beds containing shrubs and bedding plants with benches shaded under the canopy of London Plane trees. The raised beds with high shrubbery are presently difficult to get around due to narrow paths. There are sufficient number of benches and bins within the open space but there is a potential to increase the numbers. Hard landscape in the form of narrow paths is uneven in a few locations forming a trip hazard but otherwise in a reasonable condition.

St Anne and St Agnes Church, also known as Gresham Centre is an international centre for vocal excellence and outreach and thus hosts a variety of music events. The Churchyard is also frequently used for community events.



The issues/ constraints of the site are:

- Churchyard is a large well used space but with layout that is divided with walls, planters and narrow paths.
- Mature boundary planting provide unique setting with biodiversity but has also secluded parts of the space with lack of natural surveillance leading to antisocial behaviour
- Hard landscape in poor condition with a few trip hazards.
- Memorials need conservation works
- Raised brick planters along boundary also in poor condition in many locations
- Some smoker's litter although a voluntary smoking ban is in place and reduced the issue
- Limitation on development due to burials in the Churchyard
- Poorly lit causing anti-social behaviour
- Currently no level access into the church from the churchyard.
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.

3.3 Tree Survey

A tree survey will be commissioned/ provided by the client.

4 Design Brief

The main aim of the project is to redesign the Churchyard to provide a peaceful space away from the noise and pollution of the adjacent roads whilst creating open views to the church façade. There is an opportunity to redesign the space to create open and sunny areas of seating providing a greater combined open space resource with St John Zachery Churchyard nearby. The redesign of the Churchyard should also provide:

- A unified and continuous space. i.e. re consider the location of the brick wall and narrow paths dividing the current space, hence the overall layout.
- Greenery and a tranquil space e.g. resolve issues related to current layout of the shrubbery that is a visual barrier leading to antisocial behaviour whilst retaining the biodiversity value of the space. Opening views to hopefully reduce the antisocial behaviour should be carefully balanced with providing a clear boundary definition to the churchyard without this becoming a barrier to accessing the open space- visually or physically.
- Consider various design solutions to tackle the antisocial behaviour. E.g. Better lighting of the church at night could help with anti-social behaviour issues too. This will need a balanced approach as the BAP may not support additional lighting near a SINC site. Assess the visual impact of adding railings to the site to tackle antisocial behaviour.
- Conservation work has recently completed on the church and the churchyard should help frame this and draw people in. This will be an opportunity to re think the arrangement of this small churchyard to create open views within a unified layout whilst maintaining enough planting in support of the SINC site
- Seating provision complementary to the size of the space hence increasing the amenity value of the space
- The main activity within the church is the VCM music education foundation, a centre of excellence for choral education. There is an aspiration for this activity to engage a wider audience. Performances are held and children from local schools are involved. Part of the Churchyard could be considered as a flexible outdoor performance space as a secondary use without affecting its primary and dominant function as public open space.
- Access into the church could be improved.
- A design celebrating the heritage and character of the site
- Provide inclusive access to enable disabled people to use the spaces, and improve connections and signage;
- Reduce pressure on current maintenance budgets
- Approximate project budget is £600K to £800K

In addition to above: Design Brief:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard and the church is a high priority and would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- Maintenance regimes need to be reviewed in parallel to the new design for this space to ensure they are fit for purpose and to secure efficiencies where possible. A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual.

- Any landscaping scheme should be considered in conjunction with the St John Zachary space adjacent. See Cheapside and Gresham street area enhancement strategy.
- St Vedast currently has a planning application underway for raising the paving for better access to the front door of the church.
- In the future, St Vedast would like to develop the back area of the piccolo bar (subject to planning permission), to generate income.



St Paul's Cathedral Churchyard

Design Brief (Part of Churchyard Enhancement Scheme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City are there to be enjoyed by residents, workers and visitors alike as well as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Strategy

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a Churchyards Enhancement Programme (CEP) that will address the need for improvements to the churchyards to support the Future City.

The main objectives of the CEP are as follows:

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

The CEP has identified St Paul's Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the enhanced churchyards have local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of local residents and stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Paul's Cathedral and its churchyard (see location map) is located within the emerging St Paul's Area Enhancement Strategy.

Local Plan policies relating to historic environment, open space and public realm tie the site into the wider planning context. Refer to Appendix B for relevant policies.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

St Paul's Cathedral is a Grade I listed building within the St Paul's Conservation area and the Churchyard includes several individually listed elements. St Paul's churchyard is the largest City churchyard within the square mile. The Cathedral was founded in 604AD on its present site until the Great Fire of 1666 left the Cathedral and the Churchyard in ruins. Between 1675 and 1711 the Cathedral was rebuilt to designs by Sir Christopher Wren on a slightly altered east-west alignment to the previous cathedral. In 1714 the prominent cast iron railings – early examples nationally – were installed on a Portland stone base around the Cathedral and enclosed a churchyard that had been reduced in size but that corresponded roughly to today's form, with the largest area of open space remaining to the north east, a 'D' shape of space around the west front and the boundary running closer to the east and south sides of the Cathedral.

The churchyard was closed for burials in the 1870s and was converted into a public garden in 1879. The form of the boundary remained essentially intact until the 1880s, when the railings were removed from the west end of the Cathedral. At the same time there was realignment of

the eastern railings when the churchyard was landscaped with sinuous paths. In 1910 the monument to St Paul's Cross replaced a drinking fountain in the north east churchyard. Following the construction of the new Choir School in 1967, the eastern railings were truncated and the railings to the north were altered to their present configuration. The churchyard was used for burials for an exceptionally long time span, from at least the late Saxon period (c.800 AD) until the 19th century.

The north eastern part of the churchyard was extended and enclosed by railings in the early 1970s. The south west churchyard was redesigned to provide level access to the south transept and to mark out the pre fire cathedral cloister and chapter house in 2015.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

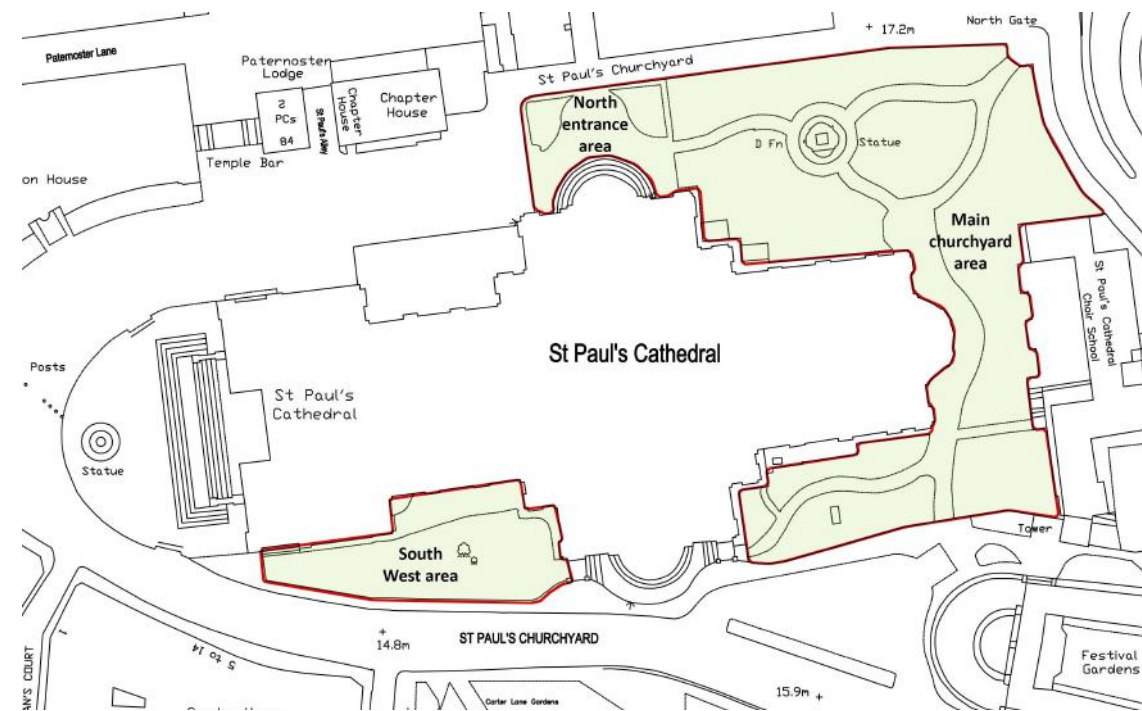
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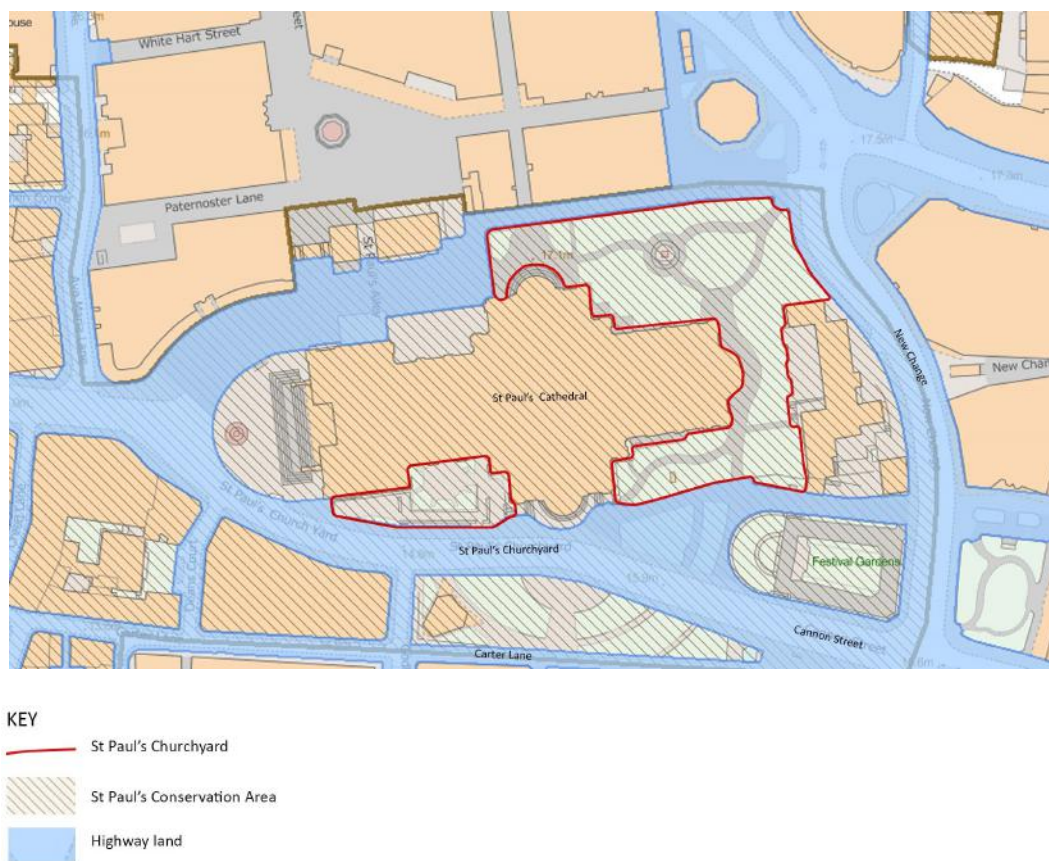
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

3 Existing Site

3.1 Scope

The scope of the project includes the Churchyard in redline below.





Site location plan showing highway land boundary

The churchyard is a sprawling space that surrounds the Cathedral in areas of extensive planting to the north and eastern sides and areas of hard landscaping to the south west. Cast iron railings dating to 1712 enclose the churchyard, which around the north, east and south sides are traversed by sinuous York stone paved paths interspersed with lawns, planting beds and structures including St Paul Cross, tombstones, sculptures and benches. Paving within the churchyard is generally of York stone with some granite setts. St Paul's Cathedral School (with the tower of St Augustine) and Festival Gardens (containing two K6 telephone kiosks) form a sympathetic setting for the Cathedral and precinct to the east and south.

North entrance area:

The northern entrance area is one of the busy ingress/ egress points into the churchyard as well as the cathedral. In addition to the churchyard, the adjacent One New Change retail centre attracts users, who not only use the churchyard during week days and weekends and also as a cut-through walking route along the north and east entrances. This north transept area is mainly hard landscaped with mature tree to the perimeter and has a temporary metal ramp access installed for access into the North Transept of the Cathedral. A more permanent solution to providing level access has received planning permission and the design is currently being progressed. Planting is mainly along the perimeter wall in this area and generally in good condition. John Wesley's statue is also sited within this north area.

Main churchyard area:

The main churchyard area sprawls along the eastern side and between the north and the south transept of the cathedral. This is a very heavily used area by visitors to the cathedral, office workers, lunch time users, locals and tourists. There are numerous memorials within the churchyard which are the responsibility of the cathedral and hence outside of the remit of this project along with any works needed to the historic boundary walls and railings. Currently there is no interpretation for any of the memorials within the churchyard. There is public art within the churchyard which is in poor condition e.g. 'St Thomas à Becket', a fibreglass resin

statue of 1970-71 by E Bainbridge Copnall, installed in the churchyard of St Paul's Cathedral in 1973, is listed at Grade II but suffered due to exposure to the elements. This area has many established mature trees in lawn areas with a variety of shrubs, hedges, herbaceous and perennial planting although there are some gaps in planting. The layout of this area has been modified but retains its Victorian design. There are numerous benches within the churchyard mainly within paved areas but are looking tired in number of locations. The heavy use of the site has meant many areas of lawns along the pathways gets frequently worn. The hard landscape, mainly York stone paving, has many trip hazards and some areas need repair.

South West area:

In the south west area of the churchyard, landscaped in 2008, the footprint of the medieval Chapter House and plan of the medieval Cathedral are marked out in Purbeck marble in the ground surface. Remains of these structures survive below ground. There is some damage to the hard-standing edges due to skateboarding. This area is mainly hard landscaped with some lawn area and hedge planting along the perimeter wall. This area is accessed via three entrances along south and west side of the churchyard. A ticketing machine is located within this area. Although this area was designed to be mainly hard landscaped due to the interpretation of the pre-Fire buildings in contrast to the greenery of the north and east areas, in comparison to the main churchyard this is an underutilised part of the churchyard.

The issues/ constraints of the site are:

- Overall the churchyard is heavily used on weekdays and weekends causing wear and tear to the natural and the built fabric of the churchyard with tremendous pressure on maintenance of soft landscape.
- Considering the current usage and anticipated increased usage in the future, the paths in the churchyard seem narrow to accommodate the footfall it receives causing erosion to the soft landscape along the edges.
- The planting scheme needs an overhaul
- Negative spaces behind the vegetation with some redundant railings along the Cathedral are unsightly
- Numerous benches within the churchyard but are old and tired looking
- Limited interpretation of the memorials within the churchyard
- Limitation on development due to burials in the Churchyard
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.



South west area





Main Churchyard



North Entrance area



3.2 Tree Survey

A tree survey will be commissioned/ provided by the client.

4 Design Brief

The main aim of the project is to enhance the amenity within the space to cater for the current footfall and anticipated increased footfall in the future. In doing so a careful consideration of the historical layout will be paramount. The enhancement of the Churchyard should provide:

- An enhanced correlation between the three areas (north entrance, main churchyard and south west area) of the churchyard as described above.
- Consider the historical significance of the layout within the main churchyard and recommend ways to ease congestion at peak times. E.g. without altering the historical layout, adding secondary routes could ease congestion by creating separate routes for 'dwelling' and 'walking through'.
- Opportunity to create additional seating opportunities within these dwell spaces.
- Consider the existing temporary ramp access and the future permanent level access design in the north entrance area whilst proposing improvements e.g. additional seating within this area considering the movement of people across the space.
- Assessment of the hard landscape condition in the overall scheme retaining the historic York stone paving and removing any trip hazards and uneven pavement.
- Opportunity includes in assessing the overall planting scheme/ layout and along the edge of the cathedral to remove any negative spaces behind.
- The south west area although recently landscaped and has an interpretative design of the historic features, it lacks variety in soft landscape and has also seen limited usage compared to other parts of the churchyard. Opportunity exists to enhance the amenity of this space.
- Additional greenery and preserving the site as a tranquil space e.g. create a sanctuary away from the noise of the adjoining roads by adding new planting balancing with open views in and out of the space and create variety in the landscape.
- Additional seating provision that is complementary to the size of the space.
- A design celebrating the heritage and character of the site
- The churchyard forms a key thoroughfare for foot passengers arriving at St Pauls from Millennium Bridge and continuing to the Museum of London and Barbican (Culture Mile institutions). Improvements to the thoroughfare in the Churchyard should anticipate higher footfall and seek to enhance wayfinding to and from Culture Mile which enhances walking journeys whilst preserving the tranquillity of the space.
- Reduce pressure on current maintenance issues
- Approximate project budget is £800K to £1.5M

In addition to above:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard and the church is a high priority and would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- Maintenance regimes need to be reviewed in parallel to the new design for this space to ensure they are fit for purpose and to secure efficiencies where possible. A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual.
- All works will need consultation and coordination with the Cathedral's program of works.
- All works to also take into consideration the re- lighting project of the Cathedral whilst proposing enhancements to the Churchyard.



St Bartholomew The Great Churchyard

Design Brief (Part of Churchyard Enhancement Programme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City not only for enjoyment by residents, workers and visitors but also as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Programme (CEP)

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces; however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a CEP that will address the need for improvements to the churchyards.

The main objectives of the CEP are as follows:

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

The CEP has identified St.Bartholomew (St. Bart's) the Great Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the improved Churchyard has local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of the stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified following the public consultation:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Barts the Great churchyard is located within the West Smithfield Area Enhancement Strategy and identified within the Culture Mile look and feel strategy. The City of London Corporation is working to improve the environment and urban realm across Culture Mile through a programme that delivers better way-finding, signage, green spaces, lighting, public information and art installations. St Bart's churchyard is one of the key open spaces within the area and will benefit from enhancements.

Local Plan policies relating to historic environment, open space and public realm tie the site into the wider planning context. Refer to Appendix B for relevant policies.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

St Bart's the Great, now grade I listed church, was founded outside the City wall at Smithfield by the Augustinian canon Rahere in 1123. The churchyard was in existence by 1244. The west churchyard was formed in 1543 on the site of the nave of the priory church that had been demolished (the path between the gatehouse and church follows the central aisle of the nave). This space has had a roughly square or polygonal shape for much of its existence. It is assumed the churchyard was closed for burials in the 19th century, when in 1855 the garden was laid out.

Further information on the historic significance of the churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

It can be found here:

<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

3 Existing Site

St Bart's the Great is located within the Smithfield Conservation Area.

The churchyard is a roughly rectangular space extending from the face of the church to the rear of 58-59 West Smithfield. It is bordered by the pathway to the church and Cloth Fair. Edging the space is a paved pathway which encircles a lawn area with two large plane trees, planting and tombstones. The churchyard is raised in level and is accessed by steps up from the path to the church door. To the east is a garden framed to the north by the surviving priory cloister wall, dating to the post war period when bomb damaged buildings were not rebuilt.



3.1 Scope

The scope of the project includes the Churchyard, as indicated in the plan below.

Location Plan



- KEY**
- St Bartholomew Churchyard
 - Wider area of consideration
 - West Smithfield Conservation Area
 - Highway land

Existing Churchyard Plan



The churchyard itself is accessed by steps up from the main path to the church door. The hard landscape within the raised churchyard also has a significant drop along the path leading up to the church door posing a health and safety risk. There is a secondary entrance to the churchyard from Cloth fair currently not level, but it is closer to the level of the churchyard. The mature trees make a significant contribution to the Conservation area. The shade created by these trees does not allow the grass to flourish and limits the planting/ soft landscape palette for the churchyard. Hard landscape within this upper level of the churchyard is made up of smaller units of York stone that are in uneven and poor condition. There are benches within the hard landscape that are well used especially during lunch time.

There are ledger stones within the grassed area and within the hard landscape although in faded condition. The churchyard provides a tranquil and attractive space enclosed by iron railings along Cloth Fair with mature trees and surviving headstones. These railings are currently in fair condition and in need of repair. Within this setting, St Bartholomew-the Great presents a remarkable combination of styles, periods and materials with its medieval ragstone rubble, freestone dressings, brick tower of 1628 and 19th-century flint and Portland stone.

The issues/ constraints of the site are:

- Churchyard is well used but has limited seating opportunities.
- Hard landscape- mainly York stone paving is uneven and in poor condition
- Some ledger stones and memorials within the churchyard in need of conservation
- Soft landscape- limited planting to the edge and the lawn largely suffers due to shade condition
- Back of house feel to the space in south west corner of the churchyard
- Limitation on development due to burials in the Churchyard
- Limited bin facility
- No level access to the churchyard
- Risk of fall from level difference between the churchyard and the main path into the church
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.

3.2 Tree Survey

A tree survey will be provided/ commissioned by the Client as a part of the project

4 Design Brief

The redesign of the churchyard should provide:

- Reconsideration of the current layout of the churchyard to address the shade condition on site and hence a balance of the hard and soft landscape complementary to the size of the space.
- Address the level difference and the risk of falling from the churchyard onto the main access path- perhaps by introduction of natural barrier that does not impact on the archaeological assets of the site.
- Investigate the possibility of creating a step free access into the churchyard from Cloth Fair. Carefully consider the impact of this on the significant archaeology remains on site including burials, vaults and structures relating to the priory church.
- Introduce handrail to the existing stepped access and suitable material and tactile paving to the steps to help the visually impaired.
- Increase seating and litter bin provision complementary to the size of the space.

- Introduce robust new paving materials that can stand up to the shady condition on site. Retain heritage York stone paving where possible. New paving materials to be in keeping with the heritage setting of the site.
- Area of the churchyard north west to the church along Cloth fair is in poor condition. The design of the new layout should consider this space holistically. The idea of planted garden was discussed at the stakeholder meeting and could be incorporated into design proposals, reflecting the earlier monastic church and Friary.
- The church would like to use the churchyard actively for events for Church's mission. The new layout should consider this potential future use of the churchyard.
- Conservation and repair of memorials within the churchyard.
- Improve signage to convey the history of the site.
- Approximate overall budget for the project is £300K to £500K

In addition to above: Design Brief:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard would be an important aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site that includes historic interpretation particularly to convey the archaeology of the nave.
- A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual. It was noted that water supply to the churchyard may be required to maintain this.

Other considerations

- Consider the improvements proposed within the Bart's Close development nearby.
- Substantial public consultation will be required with the residents considering the sensitive nature of the site/ location
- Consideration of the Culture Mile strategy
- There will be substantially more pedestrian footfall through West Smithfield area following the development of the new Cross rail stations at Farringdon and Farringdon East station. This will also put added pressure on existing open spaces which will be forced to cater for the increased number of users.



St Mary Aldermary Churchyard

Design Brief (Part of Churchyard Enhancement Programme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City not only for the enjoyment by residents, workers and visitors alike but also as an important habitat for wildlife within the urban landscape.

2 Background

2.2 Churchyard Enhancement Programme (CEP)

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces; however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a CEP that will address the need for improvements to the churchyards.

The main objectives of the CEP are as follows:

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

The CEP has identified St. Mary Aldermary churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the churchyard and informing the design brief. It is key that the new churchyard has local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the churchyard should reflect the aspirations of the stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A

2.3.1 In summary following key themes have been identified following the public consultation:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Mary Aldermary churchyard is located within the Cheapside and Guildhall Area Enhancement Strategy. St Mary Aldermary Churchyard and alley way is identified as an important open space with potential for enhancement to the level of biodiversity and accessibility of the space. The full area strategy document is available on the City of London website.

Local Plan policies relating to historic environment, open space and public realm tie the site into the wider planning context. Refer to Appendix B for relevant policies.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

St Mary Aldermary's churchyard was in existence by 1349 although the church itself was established around 1108. In 1520 it lay to the south and east of the church building. The church was rebuilt after the Great Fire in 1682 with a bequest requiring the new church to follow the original plan. Thus, the churchyard remained in the same position, hemmed in by the tight street pattern around Bow Lane, until the creation of Queen Victoria Street in the 1870s, which dramatically changed the context of the church and exposed the south elevation and churchyard. It was closed for burials in the 19th century and made into a small garden. St Mary Aldermary Church is Grade I listed and the churchyard and the surrounds make a setting for the Grade II listed York House nearby.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City’s historic environment.

It can be found here:

<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

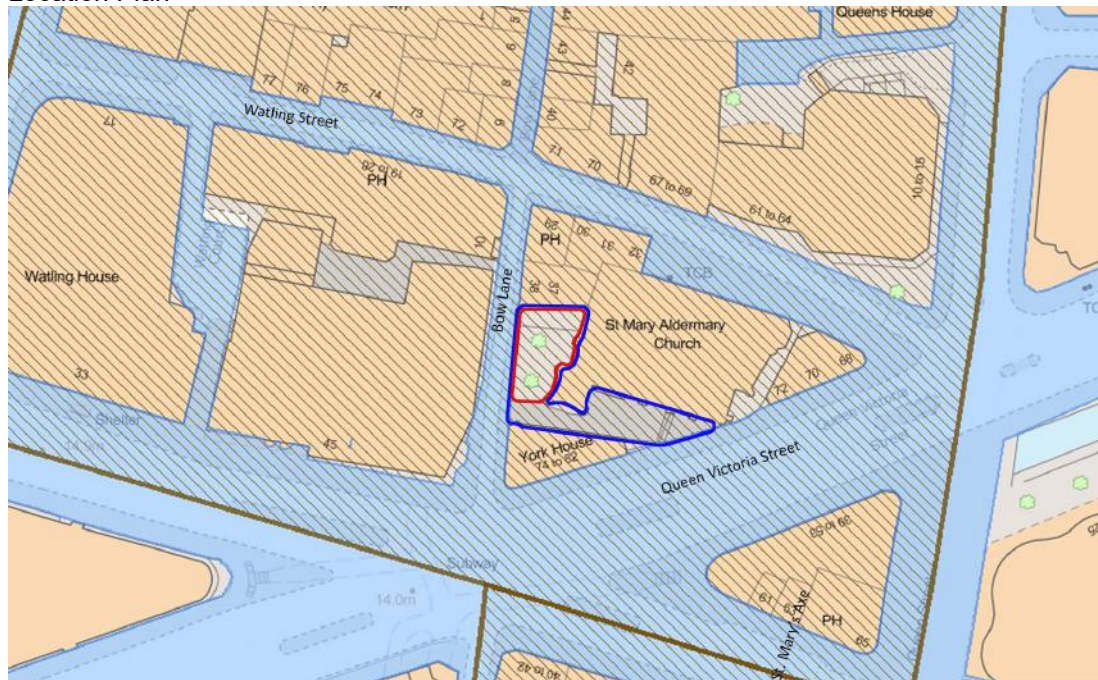
3 Existing Site

St Mary Aldermary churchyard is located within the Bow lane Conservation Area. The dense urban environment of the conservation area is punctuated and enhanced by discreet hard open spaces, courts and alleys. Trees and planting have a limited presence, with certain exceptions, including the mature London Plane tree which forms a key landmark in St Mary Aldermary churchyard and in Bow Churchyard just north of St Mary Aldermary.

3.1 Scope

The scope of the project includes the Churchyard, as indicated in the plan below.

Location Plan



- KEY**
- St Mary Aldermary Churchyard
 - Wider area of consideration
 - Bow Lane Conservation Area
 - Highway land

Existing Churchyard Plan



- 3.2 Open to Queen Victoria Street, the south part of the churchyard is of a different character to the west part (redline area above), which retains a medieval sense of enclosure against Bow Lane. This part of the churchyard was once railed and forms a roughly polygonal space against the west side of the church and base of the tower. It is paved with worn York flagstones and divided from Bow Lane by a low stone wall lined with benches. Planting beds line the other edges with tombstones here and there is a paved path incorporating ledger stones laid in chequer pattern connecting the church door and Bow Lane. A tree stands in the centre of this. Railings on a low stone wall screens this part of the churchyard to the south from a narrow alley that provides access to the south portion of churchyard facing Queen Victoria Street.

The churchyard is a well-used open space and has level access from Bow Lane although has uneven paving due to age and root heave causing trip hazards.





A trading kiosk occupies a large section of the churchyard and is a popular lunch time spot. This has not only caused damage to hard landscape by way of food spills/ staining but also to the soft landscape by compacting the soil/ ground and damage due to rodents. The space offers limited seating capacity for lunchtime gathering and the lack of sufficient bin provision has caused litter issues. The space suffers from poor lighting and unenclosed nature of the space has caused antisocial issues in the churchyard after hours. There are four head stones in the churchyard that are in poor condition due to damage from the Kiosk location. Bow lane has been recently repaved upto the Churchyard threshold with good quality materials.

The issues/ constraints of the site are:

- Churchyard is well used but is small and has limited seating opportunities.
- The food trading kiosk occupies a large section of the churchyard space and is a popular lunchtime spot. This has caused soil/ food spill issues staining the hard-standing areas. Rodents are also an issue due to this.
- Compaction of the soft landscape area behind the kiosk and shade condition due to mature tree means the planting consistently suffers.
- Hard landscape- mainly York stone paving has suffered badly around tree base due to root heave with a few trip hazards. Oil spills from food kiosk are unsightly.
- Memorials need conservation works
- Raised boundary brick wall also in poor condition
- Some smoker's litter
- Limitation on development due to burials in the Churchyard
- Poorly lit causing anti-social behaviour
- Raised kerbs/ level limits equal access
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.

3.3 Tree Survey

A tree survey will be provided/ commissioned by the Client as a part of the project.

4 Design Brief

The main aim of the project is to increase the amenity value of this small space whilst retaining the historic character and features of the space. The redesign of the Churchyard should provide:

- Additional greenery to increase the biodiversity value of the space and that is easy to maintain and provides a variety of colour and strikes a balance between the hard and soft landscape.
- Increase seating provision complementary to the size of the space
- Introduce robust new paving materials only where damaged and necessary to remove trip hazards and to provide equal access. Retain the historic York stone as much as possible.
- Suggest suitable materials around the base of the existing mature tree in hard landscape.
- Enclose the space with railings to address anti-social behaviour and consider improvements to the low boundary wall. The reinstatement of the railings should be carefully detailed particularly at the junctions with gates and existing railings and their footings into any historic walls and paving.
- Provide inclusive access to enable disabled people to use the space.
- Improve signage to convey the history of the site. Interpretation of the history of the churchyard would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site.
- The churchyard is currently not adequately lit. Assess the need of lighting and therefore the perceived safety within the space after hours.
- Approximate overall budget for the project is £300K to £400K.

In addition to above: Design Brief:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive site and for the churchyard to retain its individuality.
- Creating a more accessible entrance to the church.
- A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual. It was noted that water supply to the churchyard may be required to maintain this.
- The current commercial activity within the Churchyard does not hold planning approval and discussions with the Church are ongoing.



St Olave Silver Street Churchyard

Design Brief (Part of Churchyard Enhancement Scheme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City are there to be enjoyed by residents, workers and visitors alike as well as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Strategy

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a Churchyards Enhancement Programme (CEP) that will address the need for improvements to the churchyards to support the Future City.

The main objectives of the CEP are as follows:

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

The CEP has identified St Olave Silver Street Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the enhanced churchyards have local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of local residents and stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Olave Churchyard (see location map) is located within The Cheapside and Guildhall Area Enhancement Strategy which has identified the churchyard as an open space that will benefit from enhancement to increase biodiversity and improved interpretation of its heritage asset. The churchyard is located within the current low emissions neighbourhood (LEN) aim of which is to improve local air quality by implementing improvement initiatives including greening. The site currently has high levels of noise and air pollution due to its situation on London Wall.

Other local Plan policies relating to historic environment, open space and public realm tie the site into the wider planning context. Refer to Appendix B for relevant policies.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

St Olave's church was established by the late 12th/early 13th century; the original churchyard was presumably on the present site, but this is uncertain. The building was destroyed in the Great Fire and not rebuilt. Although the parish was united with that of St Alban Wood Street, burials may have continued here. The churchyard was a polygonal space at the corner of Noble Street, Silver Street and Falcon Square until the 1950s, when following severe bomb damage, the westward extension of London Wall was laid out. The present arrangement of the churchyard dates from this time.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

It can be found here:
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

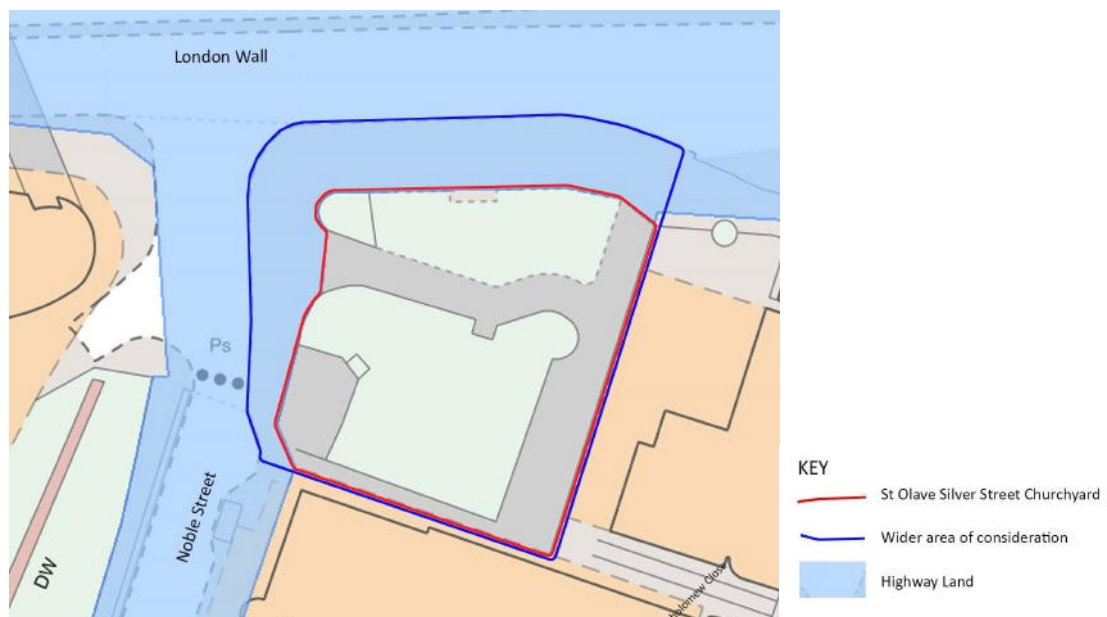
3 Existing Site

3.1 Scope

The scope of the project includes the Churchyard in redline below.



Site Plan with redline boundary



Site location plan showing highway land boundary

The space is roughly polygonal with curved retaining walls and paths within. The former churchyard is the raised section of open space, surrounded by a low brick retaining wall accessed from the north by steps flanked by plaques explaining the space's former status. A

City of London plaque dedicated to William Shakespeare was recently installed on the low brick retaining wall. There are ledger stones within the churchyard. This raised area does not have step free access. The garden is surrounded by shrubs and hedges to London Wall, tombstones, trees, rose beds and an oak tree at the entrance. A large granite structure used as a birdbath is set in an area of lawn to the north of the raised area. A sinuous path divides the two spaces. This path provides level access from Noble street and London Wall and is often used as a cut through the site. There has been evidence of the churchyard previously enclosed in railings/ gates.

The few benches in the churchyard are in sunniest part of the site so are well used by lunch timers. The hard landscape is in mixed condition, very good condition in some areas but uneven and cracked paving in other areas with some trip hazards. Majority of the churchyard is under heavy shade due to the trees and neighbouring development with poor state of the lawn.

The churchyard is near the existing Museum of London location. Under current plans, the new Centre for Music is proposed on the site of the Museum of London, which will relocate to West Smithfield.

The issues/ constraints of the site are:

- Churchyard is overall underutilised
- Hard landscaped areas adjoining adjacent development are in poor condition. Paving along the eastern boundary is underutilised and not integrated within the churchyard. The gravel path to the south of the churchyard has unintentionally become a desire line into the adjacent development.
- Memorials need conservation works
- Raised brick wall also in poor condition
- Noisy surrounding streets
- Heavy shade condition due to mature trees and hence poor lawn
- Some smoker's litter
- Limited seating opportunity
- Limitation on development due to burials in the Churchyard
- Poor quality definition/ interface with the street
- Raised level limits accessibility
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.





3.2 Tree Survey

A tree survey will be commissioned/ provided by the client.

4 Design Brief

The main aim of the project is to reconsider the layout of the churchyard and its relationship with the surrounding so that the improved space has an increased amenity value so that it is better used. The redesign of the Churchyard should provide:

- An improved correlation between the churchyard and its current surroundings so that the churchyard is read as a distinct space from the public highway.
- Consider the significance of the raised churchyard area for interpretation. This raised area although does not have step free access, there is an opportunity to improve the current access by adding handrails and considering contrasting paving materials.
- Reconsider the current use of lawns as it suffers due to heavy shade.
- Additional greenery and preserving the site as a tranquil space e.g. create a sanctuary away from the noise of the adjoining roads by adding new planting balancing with open views in and out of the space and create variety in the landscape.
- Additional seating provision that is complementary to the size of the space.
- Conservation works to the memorials and historic features and repair works to the raised walls as needed.
- Wide path along eastern boundary of the churchyard is currently underused, whilst there is a desire line along the very narrow buffer gravel path along the southern boundary. Both these to be considered for a holistic redesign of the site.
- The design should consider impact of the proposed new Centre for Music to the public realm.
- A design celebrating the heritage and character of the site
- Reduce pressure on current lawn maintenance issues

- Approximate project budget is £300K to £400K

In addition to above:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard and the church is a high priority and would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- Maintenance regimes need to be reviewed in parallel to the new design for this space to ensure they are fit for purpose and to secure efficiencies where possible. A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual.



St Botolph's Bishopsgate Churchyard

Design Brief (Part of Churchyard Enhancement Scheme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City are there to be enjoyed by residents, workers and visitors alike as well as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Strategy

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a Churchyards Enhancement Programme (CEP) that will address the need for improvements to the churchyards to support the Future City.

The main objectives of the CEP are as follows:

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

The CEP has identified St Botolph without Bishopsgate Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the enhanced churchyards have local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of local residents and stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. St Botolph Bishopsgate Churchyard (see location map) is located within The Liverpool street Area Enhancement Strategy. The Strategy provides an improved, accessible, functional and safe environment that will support the increased pedestrian footfall due to new Crossrail station.

For other local plan policies relating to historic environment, open space and public realm that tie the site into the wider planning context, refer to Appendix B.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

St Botolph's is one of the larger City churchyards because it was located just outside the walls. It is a Grade II* listed building with several other Grade II listed structures within the churchyard. Church and yard established by the late 12th century, possibly earlier. The church was rebuilt in 1728 and it seems likely that at around this time the surrounding area was cleared of much of the buildings present on the 1676 map, creating a greater connection between the church and the southern section of the churchyard. In 1760 the churchyard had reached its present size and by 1799 the alignment of the central churchyard path entered from Bishopsgate had been established, linking through as it does now to Old Broad Street. The churchyard was one of the first to be converted into a public garden in 1863 following the Burials Act of 1855 and was apparently fenced with railings from old London Bridge. Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

It can be found here:
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

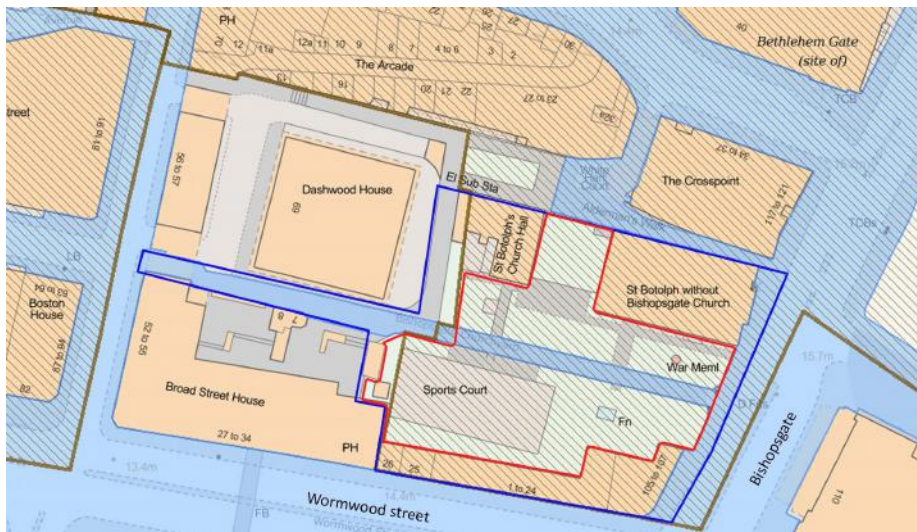
3 Existing Site

3.1 Opportunities and Constraints of the site

The scope of the project includes the Churchyard in redline below.



Site Plan with redline boundary



- KEY**
- St Botolph's without Bishopsgate Churchyard
 - Wider area of consideration
 - Highway Land
 - Bishopsgate Conservation area

Site location plan showing highway land boundary

The churchyard is a sprawling space divided roughly into three sections: north west (between church and hall) and the areas of ground located north and south of the York stone paved path.

The northwest area is roughly square, heavily planted area between the church and the hall and enclosed behind railings, not publicly accessible (with a locked gate at the time of the site visit). The space is raised and there are numerous ledger stones discernible among the bushes and shrubs to indicate the presence of burials. Just south of the railings are numerous benches on a paved surface- which are well used during the day especially lunch time. This area adds ecological value to the site due to its planting and limited public access.

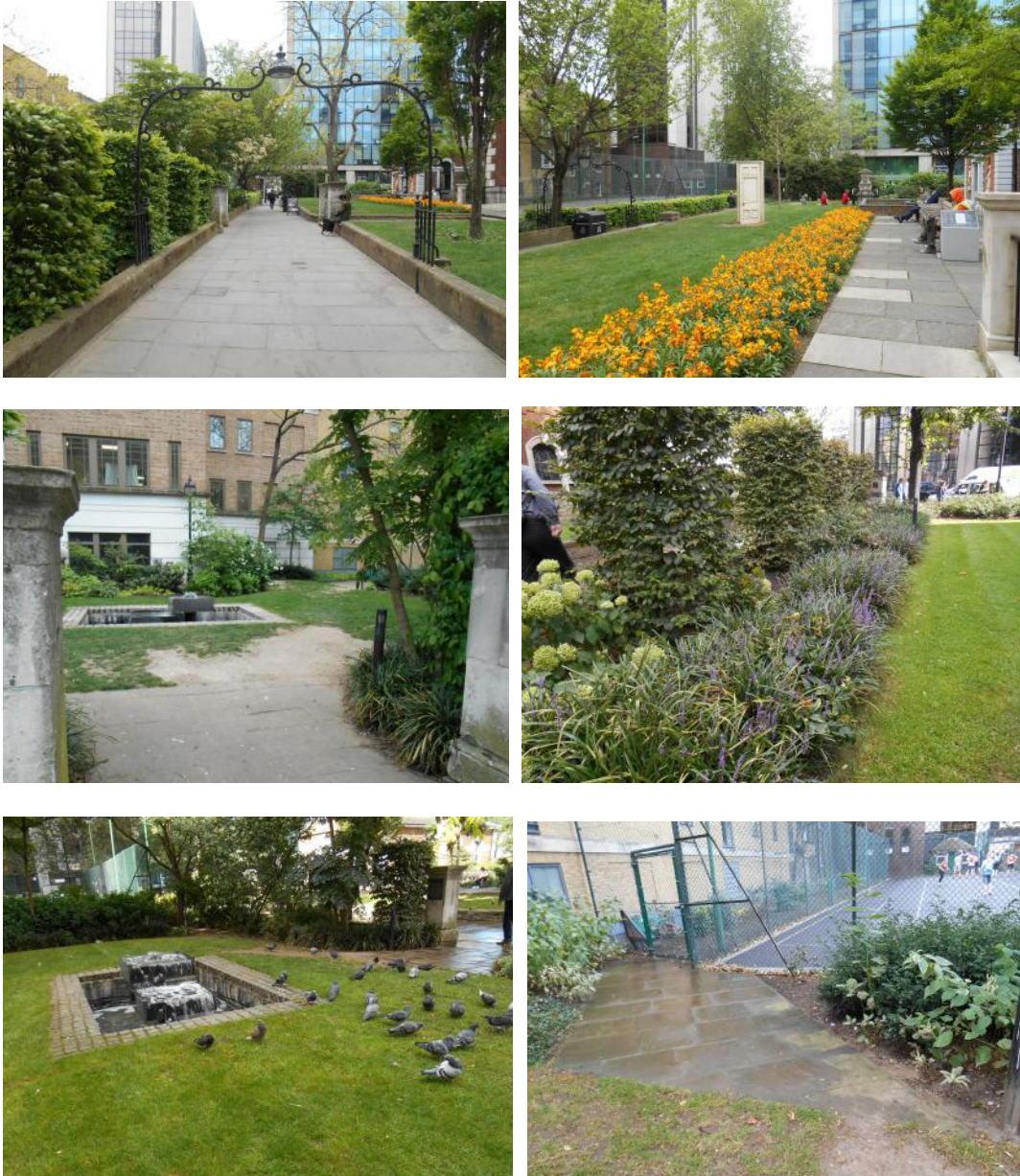
The north area of the churchyard has two raised, elongated rectangular expanses of lawn, dotted with trees and flower beds, are held back from the paved path by a low stone retaining wall. The two lawns are divided by a central stepped and paved ramped path up to the main church door. This ramped level access to the church being a recent addition. Towards the west is a large iron sculpture and a recently installed ramp finished in York stone and brick to create level access. There is a 1916 Parish War Memorial, large chest tomb enclosed by railings, next to several ledger stones in this area. The lawns in this area have previously sited temporary sculpture as a part of 'Sculpture in the City' programme.

The southern area is mostly taken up by a large expanse of lawn fringed all around with flower and planting beds, and with a modern water feature located in the centre. The planting beds are thriving in this area but create a sense of seclusion from the rest of the churchyard. Approximately half of this section of the churchyard is occupied by a tennis court. The water feature is deemed as a health and safety risk due to the drop and its siting at the entrance and has worn out lawn around it. This southern area has also been susceptible to rough sleeping due to some of the negative spaces created behind the tennis courts and adjacent development. The tennis courts do not have step free access. pigeons have been a persistent issue in the churchyard mainly in this southern area.

The issues/ constraints of the site are:

- Overall the three main areas of the churchyard and the tennis courts seem segregated without a unified feel to the large churchyard
- The southern area feels separated from the northern area by planting.
- Rough sleepers within the southern lawn area of the churchyard
- Negative spaces behind the tennis courts and the adjacent development and lack of natural surveillance leads to antisocial behaviour.
- Location of the modern water fountain in the southern area entrance, its impact on the lawn and the health and safety risk associated with the drop
- The through route within the churchyard is currently heavily used as a cut through but also by lunchtimes. New Crossrail station entrances in Liverpool Street and Moorgate and new developments in the nearby City Eastern Cluster will lead to increased numbers of pedestrians using the space.
- Tennis courts do not have step free access and have enclosed unused negative space behind
- Memorials need conservation works
- Raised brick wall also in poor condition
- Proximity to noisy surrounding street
- Limited seating opportunity
- Limitation on development due to burials in the Churchyard
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.



3.2 Tree Survey

A tree survey will be commissioned/ provided by the client.

4 Design Brief

The main aim of the project is to not only improve the layout of the churchyard but also to address the issue of rough sleeping and antisocial behaviours. The redesign of the Churchyard should provide:

- An improved correlation between the three main areas of the churchyard as described above. E.g. the tall hedge planting to the south secludes the space, therefore reconsider the overall planting scheme
- An improved correlation to its current surroundings so that the churchyard is read as distinct tranquil space from the busy surrounding road (Bishopsgate)

- Consider the significance (historical and ecological) of the enclosed space in the northwest area of the churchyard. This area although enclosed has substantial planting and some monuments within. There is an opportunity to improve the current aspect of this space so that it feels more like a part of the remainder churchyard.
- The churchyard including the central path is anticipated to receive an increased footfall due to the new Crossrail station at Liverpool street. Assessment of the hard landscape condition in the overall scheme retaining the historic york stone paving and replacing newer concrete paving additions.
- Opportunity includes in assessing the significance of the water feature in the southern area in context of the history of the churchyard. Reconsider the current location and the risk of drop of the modern water feature and the lawn damage around it.
- Development flanking this southern area of the churchyard and the location of the tennis courts have created negative spaces along the boundary. Opportunity to review the layout around these spaces to remove the negative aspect of the space and reduce the antisocial behaviour associated with it. Review introducing step free access to the tennis courts from this southern area.
- Research and consider historic gates and railing layout and review reintroducing some of the railings to address the rough sleeping issue, especially in the southern area.
- Additional greenery and preserving the site as a tranquil space e.g. create a sanctuary away from the noise of the adjoining roads by adding new planting balancing with open views in and out of the space and create variety in the landscape.
- Additional seating provision that is complementary to the size of the space.
- Conservation works to the memorials and historic features and any repair works to the raised walls as needed.
- A design celebrating the heritage and character of the site
- Reduce pressure on current lawn maintenance issues
- Approximate project budget is £700K to £1M

In addition to above:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard and the church is a high priority and would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- Maintenance regimes need to be reviewed in parallel to the new design for this space to ensure they are fit for purpose and to secure efficiencies where possible. A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual.



St Bride's Churchyard

Design Brief (Part of Churchyard Enhancement Scheme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City are there to be enjoyed by residents, workers and visitors alike as well as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Strategy

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a Churchyards Enhancement Programme (CEP) that will address the need for improvements to the churchyards to support the Future City.

The main objectives of the CEP are as follows:

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

The CEP has identified St Brides Fleet Street Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the enhanced churchyards have local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of local residents and stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

St Bride's Churchyard (see location map) falls within The Fleet Street Courts and Lanes Area Enhancement Strategy. An intricate network of courts, lanes and alleys weaves through the heart of the Fleet Street Conservation Area. Some are well-trodden routes and others are hidden spaces, forgotten by the passage of time. The enhancement strategy seeks to recapture the appeal of these historic routes and spaces by using traditional materials combined with subtle design interventions.

For other local plan policies relating to historic environment, open space and public realm that tie the site into the wider planning context, refer to Appendix B.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation.

The church was founded in the 10th or 11th centuries with the church erected by 1066. The churchyard is first recorded in 1188; in 1270 it formed a rectangular space to the south of the church building; by 1520 the surrounding land had reached their present arrangement and the churchyard lay on all sides of the church building. The churchyard was used for burials from the 12th century until the 19th century. The tombstones and raised level of the churchyard testify to its former burial function. The setting of the churchyard comprises the church, its railings and planting, the surrounding domestic brick elevations and narrow, historic routes and the decorative frontage of the Old Bell.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

It can be found here:
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

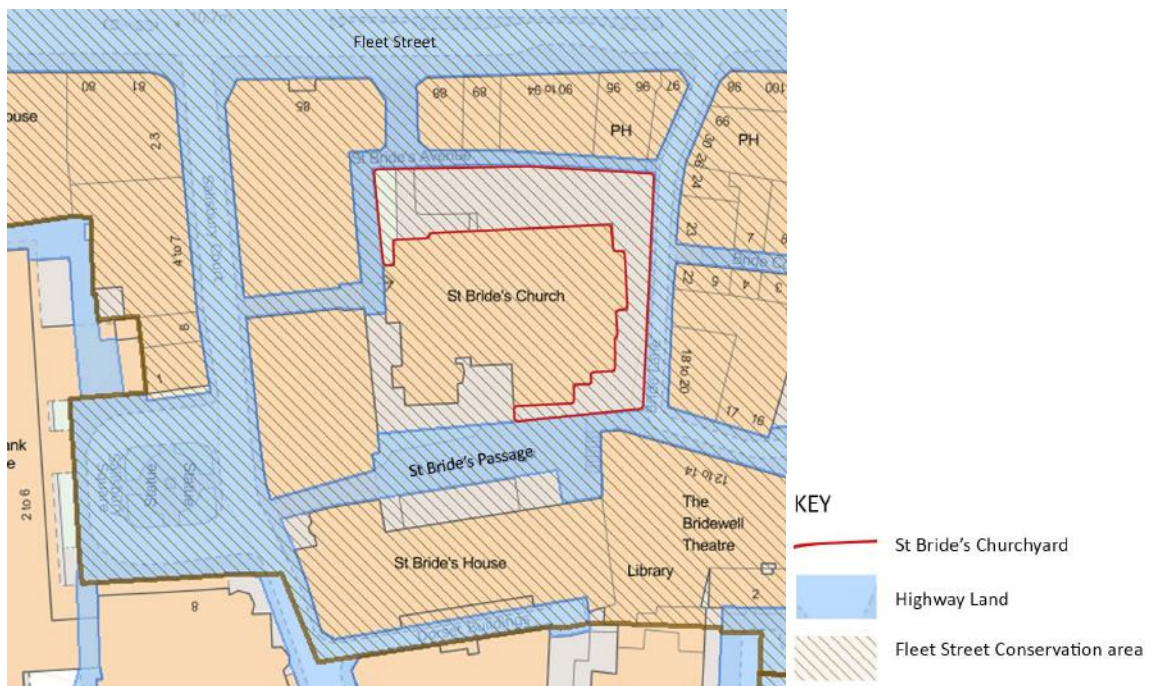
3 Existing Site

3.1 Opportunities and Constraints of the site

The scope of the project includes the Churchyard in redline below.



Site Plan with redline boundary



Site location plan showing highway land boundary

St Bride's Church is a Grade I listed building churchyard is one of the oldest churches in the City (though outside the walls), with deep historical roots and associations with a range of important historical figures and is one of the few public spaces in the area.

The main churchyard space is the rectangular area to the north of the church extending round to the east end to form an 'L' shape. The whole is bordered from Bride Lane and St Bride's Avenue by high rendered walls topped with iron railings. At the north-west end there is an opening between two stone piers with a path leading to the church door. Accessed by steps and a ramp, the main space is half paved with York stone flags up to the church wall and half laid with granite setts and ledger stones with a strip of planting on the inner face of the railings. This half contains trees, raised planting beds and benches. The area around the east end of the church is plainer and is laid with an asphalt-like material. The church is gated and the church open and close the gates dawn to dusk.

The issues/ constraints of the site are:

- Churchyard is well used but provides limited amenity value
- The Churchyard is primarily hard landscaped, and the paved areas are generally uneven and in poor condition. There is uneven pavement due to tree root heave.
- Memorials need conservation works
- Raised level within the churchyard poses some health and safety risk of fall due to the level change
- Shade condition due to mature trees
- Limited seating opportunity
- Limitation on development due to burials in the Churchyard
- A coffee cart trades within the churchyard which attracts regular visitors but also a source of some litter.
- The east and the south area of the churchyard has limited amenity value and feels disconnected from the northern main churchyard area.
- The perimeter retaining wall around the churchyard needs repair
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.





3.2 Tree Survey

A tree survey will be commissioned/ provided by the client.

4 Design Brief

The main aim of the project is to reconsider the layout of the churchyard and increase the amenity value of the space considering this is one of the few open spaces within the Fleet Street area. The redesign of the Churchyard should provide:

- An improved correlation between the north, east and south section of the churchyard
- Repave some/ all damaged and uneven hard landscaped areas with robust materials suitable to the heritage of the site. The paving materials also need to endure the shade condition on site.
- Enhanced landscape should be able to cater for the Church's outdoor activities.
- Consider and address the risk of fall due to level change.
- Additional greenery and preserving the site as a tranquil space e.g. create a sanctuary away from the noise of the adjoining roads by adding new planting balancing with open views in and out of the space and create variety in the landscape.

- Additional seating provision that is complementary to the size of the space.
- Conservation works to the memorials and historic features.
- A design celebrating the heritage and character of the site
- Reduce pressure on current maintenance issues
- Approximate project budget is £300K to £500K

In addition to above:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard and the church is a high priority and would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- Maintenance regimes need to be reviewed in parallel to the new design for this space to ensure they are fit for purpose and to secure efficiencies where possible. A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual.



Christchurch Greyfriars Churchyard

Design Brief (Part of Churchyard Enhancement Scheme)

1 Introduction

The City of London (City) is the local authority for the 'Square Mile', as well as having several private interests. Its policies are dedicated to maintaining the City as one of the world's leading international financial and business centres; to providing high quality services for its residents and the business communities, and for London, as a whole. The City is also responsible for enhancing and maintaining the network of gardens, churchyards, parks, plazas and highway planting across the City are there to be enjoyed by residents, workers and visitors alike as well as an important habitat for wildlife within the urban landscape

2 Background

2.2 Churchyard Enhancement Strategy

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a Churchyards Enhancement Programme (CEP) that will address the need for improvements to the churchyards to support the Future City.

The main objectives of the CEP are as follows:

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

The CEP has identified Christchurch Greyfriars Churchyard as one of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting.

2.3 Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have interest in the CEP. These stakeholders have been integral to the process of identifying uses for the Churchyard and informing the design brief. It is key that the enhanced churchyards have local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the Churchyard should reflect the aspirations of local residents and stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is at Appendix A.

2.3.1 In summary following key themes have been identified:

Heritage:

Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone

Greenery:

Enhance the quality of the greenery in churchyards and increase biodiversity

Maintenance:

Provide clear maintenance standards

Wayfinding:

Improve signage across all Churchyards, and include further historic information

2.4 Policy Context

The City uses an area-based approach to provide a framework for the development of public realm projects, and to identify priority areas for enhancement that respond to the needs of the local community. Christchurch Greyfriars (see location map) is located within the St Paul's Area Enhancement Strategy. This is currently a work in progress and will be available shortly.

The Cheapside and Guildhall Area Enhancement Strategy have identified key opportunity areas which overlap with areas within the St Paul's Area Enhancement Strategy. The section of Newgate street between Martin Le Grand and King Edward Street has been identified as an area that can be transformed into a new public space, along with the Christchurch Greyfriars area (lower gardens) There is an opportunity to redesign the Christchurch Greyfriars upper churchyard space to create a more open and a welcoming public space.

For other local plan policies relating to historic environment, open space and public realm that tie the site into the wider planning context, refer to Appendix B.

2.5 Historic Background

The City churchyards are heritage assets and a unique assemblage of burial grounds in an urban context. They have been assessed as a group and individual statements of significance written to bring together existing information and create a tool for future management and interpretation

The Greyfriars were established in 1225, rebuilt from 1306. Their church became a parish church in 1547 and was rebuilt by Wren in 1687. The old friary cemetery possibly lay under buildings to the west of the present churchyard (Holder 2011). The churchyard was used for burials from the 17th to the 19th centuries and has important associations with the former friary complex of the Greyfriars. It has important aesthetic value as a large open green space at a busy road junction. The churchyard was presumably closed for burials in the mid-19th century and by 1875 had acquired its present rectangular shape, concealed from Newgate Street by buildings. The church was badly bomb damaged in WW2 and left as a ruin

enclosing a garden. By the 1950s the buildings concealing the churchyard from Newgate Street had gone.

Further information on the historic significance of the Churchyard can be found in the Historic Environment Strategy and statements of significance which is a suite of guidance documents on all aspects of the City's historic environment.

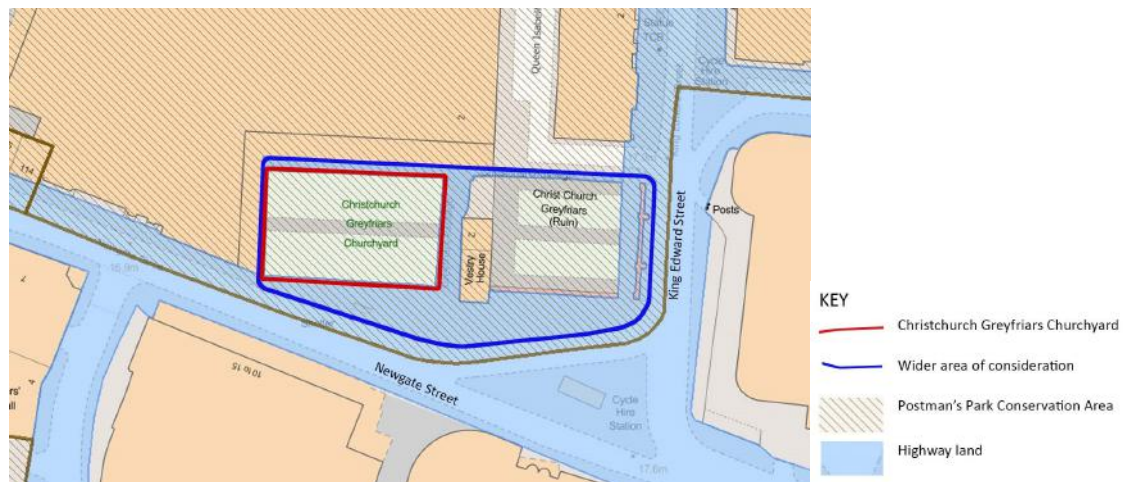
It can be found here:

<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/heritage-and-design/Pages/historic-environment.aspx>

3 Existing Site

3.1 Scope

The scope of the project includes the Churchyard in redline below.



The churchyard comprises a large rectangular space extending to the west of the ruins of Christchurch Greyfriars, bounded to the north and west by the Merrill Lynch building and to the south by Newgate Street. Railed on all sides, there are two rectangular strips of lawn bisected by a flagstone path lined either side with ledger stones, iron lampstands and benches. Given the size of the churchyard, the space is currently underused.

The site is designated as Scheduled Ancient Monument and the remains of the Christchurch to the west of the churchyard is Grade I listed.

The paving and the lawns are generally in fair condition. Many ledger stones are laid as paving flags with benches installed on them causing damage. There are five trees within the space, two chest tombs and two other structures to the western half. Lawn particularly suffers under some of the mature trees. It is one of the largest City churchyards. Site of the Franciscan Church of Greyfriars along King Edward Street has been developed in the recent years into an attractive landscape garden where clematis and climbing roses weave their way up 10 tall wooden towers representing the pillars that once held the roof.

The churchyard is adjacent to the St. Paul's gyratory along Newgate street and with the lack of planting to buffer the traffic, the space tends to be noisy. The Churchyard is at the cusp of the future major project within the area: Removal of St Paul's gyratory system and Museum of London roundabout.

Access into the space is via Greyfriars passage and through Merrill Lynch building's arcade. The space is perceived as a forecourt to the adjoining business rather than a public space due to the orientation of the entrances into the space. Currently there is no direct access into the churchyard from the footpath along Newgate Street.

Smokers usually gather at the entrance from Merrill Lynch building's arcade and some evidence of litter is therefore observed. Currently no antisocial activities have been noted on the site as it is overlooked on all sides.

To summarise the issues/ constraints of the site are:

- Churchyard is underutilised
- Overall perception of the space being private due to the layout
- Memorials in need of conservation works
- Benches situated on ledger stones causing further damage to them.
- Noisy surrounding streets
- Shade condition due to mature trees
- Smoker's litter
- Limitation on development due to burials in the Churchyard
- There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement.

Opportunities of the site are discussed in the Design Brief below.



3.2 Tree Survey

A tree survey will be commissioned/ provided by the client.

4 Design Brief

The main aim of the project is to reconsider the layout of the churchyard so that it is better used. The redesign of the Churchyard should provide:

- A unified space. i.e. consider the correlation between the site of the Church and the churchyard and its current surroundings.
- One of the key aspirations for this project is to reverse its current perception of it being a private space due to the alignment of a singular path leading into a private building.
- Key component of the scheme would be to consider provision of an additional entrance via public footway along Newgate street i.e. make it easily publicly accessible from the footpath.
- Create a flexible space for outdoor church events or private hire of the space and therefore a provision of power within the space to allow for such events.
- Consider adding new paths within the space along with seating so that the churchyard can cater to a variety of users and the space gets better used. The existing path to be retained and its historical setting enhanced.
- Greenery and a tranquil space e.g. create a sanctuary away from the noise of the adjoining roads by adding new planting balancing with open views in and out of the space and create variety in the landscape with a sense of enclosure.
- Seating provision complementary to the size of the space, whilst removing existing benches sited on ledger stones.
- A design celebrating the heritage and character of the site.
- Conservation of the memorials and historic features and relocating existing benches to stop further damage to the ledger stones.

- Reduce pressure on current lawn maintenance issues
- Approximate project budget is £400K to £500K

In addition to above:

Based on the existing condition and constraints of the site, public and key stakeholder consultation results and the historic significance and background of the Churchyard following are the key considerations within the design brief for the enhancement project.

- An essential part of design work will be to establish the kind of design that would be desirable and acceptable for a sensitive and historic site and for the Churchyard to retain its individuality.
- Interpretation of the history of the churchyard and the church is a high priority and would be a key aspiration for enhancement. This could be integrated within a new wayfinding/ signage for the site
- The design work should consider the impact of adjacent future major project i.e. removal of the St Paul's Gyrotory.
- Maintenance regimes need to be reviewed in parallel to the new design for this space to ensure they are fit for purpose and to secure efficiencies where possible. A fundamental consideration of the design must be the long-term maintenance costs. Proposals for hard and soft landscaping, street furniture and public art should fit with the City's current maintenance regime. Materials should be of a high quality and be in-keeping with the City's technical manual.



Project Update

St Mary-at-Hill Churchyard St Peter Westcheap Churchyard (Greening Cheapside) (Part of Churchyard Enhancement Programme)

1 Churchyard Enhancement Programme (CEP)

Churchyards within the City are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces; however, others are underutilised, uninspiring and in need of improvement. In the future, the public realm will need to support an increasing City population because of new development and the churchyards are a vital public amenity in this context. The City has worked closely with the Diocese of London to establish a CEP that will address the need for improvements to the churchyards.

The main objectives of the CEP are as follows:

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

The CEP has identified St. Mary-at-Hill churchyard and St Peter Westcheap churchyard as two of the open spaces in need of improvements. This is based on responses received through an extensive public consultation exercise, key stakeholder meetings, assessment of site conditions and understanding the significance of the setting

Parallel to the CEP the Fenchurch & Monument Area Enhancement Strategy approved by Members in 2013, identifies St Mary-At-Hill churchyard as a key opportunity to increase access to and enhance the quality of an important open space for the increasing numbers of workers, residents and visitors to the area.

Similarly, Greening Cheapside project was identified as a high priority in the Cheapside and Guildhall Area Enhancement Strategy (adopted by the City in 2015) with the objective of enhancing and landscaping the area.

2. Local Engagement

City's consultation events have shown that there are numerous and varied stakeholders from the private, public and voluntary sectors and local faith and community groups who have

interest in the CEP. These stakeholders have been integral to the process of identifying uses for the churchyard and informing the design brief. It is key that the new churchyard has local ownership and buy-in, for it is the local stakeholders who will ultimately ensure whether the space is well used and well-loved. The re-design of the churchyard should reflect the aspirations of the stakeholders, as obtained via the consultation carried out in 2017-18.

The full report is in appendix 1

In addition to the public consultation carried out as a part of the CEP, Officers have consulted with other local stakeholders including the Diocese of London, The Parish of St. Vedast, St. Paul's Cathedral and local landowners who all support the design proposals developed for both the projects below.

3 St Mary-at-Hill

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

3.2 Progress to date:

Open Spaces committee on the 10th October 2016 and Project Subcommittee on 11th October 2016 approved the GW 5 authority to start works, subject to obtaining Faculty and Planning permissions and sign off associated legal agreements.

The main elements of the design include the following:

- Creating a new enhanced and fully accessible churchyard. This involves lowering the whole of the churchyard by approximately 270mm with the creation of several accessible ramps. This will allow all users to gain access from both the street and from within the church.
- Repaving of the churchyard with Yorkstone paving slabs
- A new feature tree and planting beds
- Removal of a 9m section of the existing 27m retaining wall within the churchyard to create a new planting bed, which is part of a Sustainable Urban Drainage System (SUDS), critical to resolve the existing drainage problem
- Introduction of new seating areas with five 'Chico' timber seats, which have an inclusive design providing backs and arm rests for users
- New lighting scheme providing low level atmospheric lighting to the churchyard as well as an additional new emergency lighting scheme.
- The provision of step-free access from the street to the churchyard is technically challenging given the depth of footway above existing basements. The proposed drainage solution is the option that provides best value for money and is essential to the success of the scheme.
- Budget: £425,200

The works to the church threshold will be financed and delivered by the Parish and Diocese as part of a separate refurbishment project.

Programme key dates:

Project on hold due to access issues and possible changes in the surrounding building that could impact the design of the project. Officers are liaising with the neighbouring building to work with them to solve the access issues

Design Stage: RIBA stage 3/4 on hold

Stakeholder consultation: ongoing

Planning application: new planning application to be submitted when the final design of the churchyard is confirmed.

Faculty permission: To be extended when final design confirmed

Procurement of design consultants: Complete

Procurement of works contractor: JB Riney's (under city's term contract)

Pre implementation dates: To be confirmed

Implementation phase start/ end dates: To be confirmed

Maintenance Agreement: Draft prepared. To be agreed before commencement of implementation phase.

4 St Peter Westcheap

St. Peter Westcheap is located on Wood Street and is populated primarily by smokers and the associated detritus and smell of cigarette butts. It also contains limited signage, planting and railings that need restoration. The churchyard is a former burial ground containing several historic structures and a historic plane tree protected by a Tree Preservation Order. The churchyard could benefit from enhanced / additional planting to improve the local air quality and appearance.

4.1 Progress to date

Open spaces committee, Streets and Walkways committee and Project sub committee approved the Greening Cheapside project GW 3 report on 11th, 17th October and 8th November respectively for the progression of design option 1 for the Phase 2 of the project, St. Peter's Westcheap churchyard, to Gateway 4 and 5 (detailed design and implementation) under the 'regular' Gateway process.

A GW5 report for Greening Cheapside project was approved by Streets and Walkways committee on 22nd January and Project sub committee on and of 20th February 2019, which recommended that Phase 2, St Peter Westcheap be fully progressed through the Churchyard Enhancement programme.

The main elements of the design include the following:

- New planting on either side of the churchyard.
- New linear bench seating and some accessible seating.
- Creation of a central area for people to dwell.
- The restoration and reparation of the railings and wall, retaining the remaining headstones.
- The introduction of new signage to explain the history of the site.
- Budget: £300,000 to £350,000.

The enhancements for St. Peter Westcheap would seek to open the space to other users and secure public access to the churchyard via a legal agreement, increase greening and biodiversity, renovate and conserve the historic hard landscaping of the churchyard.

Programme key dates:

Project is on hold due to lack of funding. Officers are in discussion regarding funding with the Diocese and external party that have a special interest in the churchyard.

Design Stage: RIBA stage 3 on hold due to lack of funding.

Stakeholder consultation: ongoing

Planning application: To be confirmed

Faculty permission: To be confirmed

Procurement of design consultants: Complete up to GW 3

Gateway 4 and 5: On hold

Procurement of works contractor: JB Riney's (under city's term contract)

Pre implementation dates: To be confirmed

Implementation phase start/ end dates: To be confirmed

Maintenance Agreement: Negotiations on the Maintenance Agreement Template are ongoing.



Public Consultation Report

Appendix A

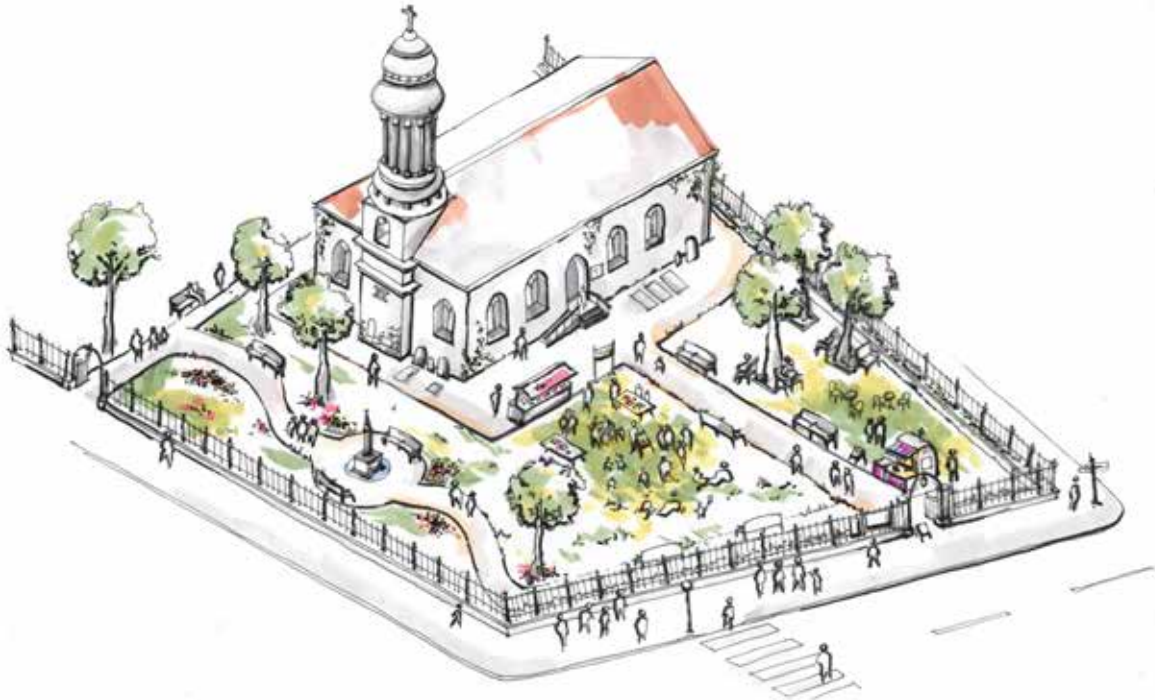
This report documents and summarises the feedback received from the public consultation, which took place 2nd October -17th November 2017.

Churchyards Enhancement Programme

Public Consultation
2 October - 17 November 2017

Consultation Report

Page 230





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Contents

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

Appendix| **Consultation response overviews:**

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

Consultation material:

- Survey Boards
- Other consultation material

1. Introduction

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

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

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

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



Churchyards in the City of London



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

2. The Churchyards Enhancement Programme

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

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

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

Page.235

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



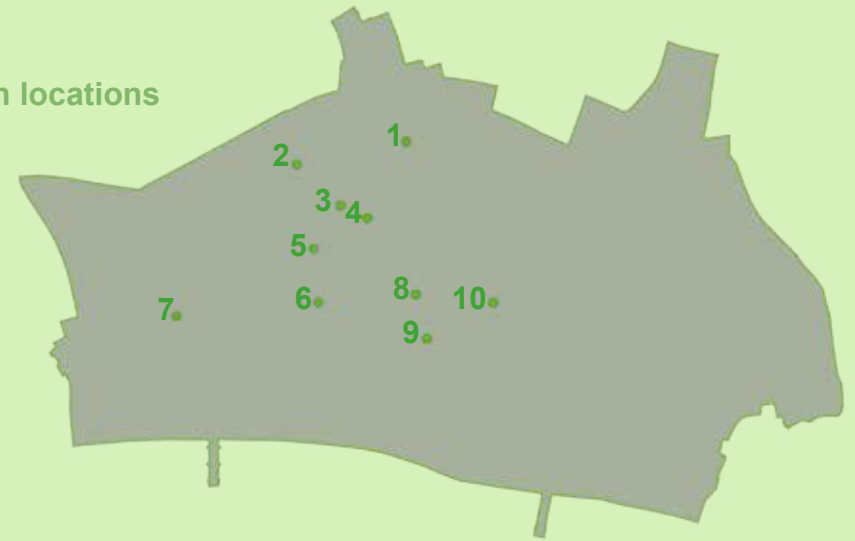
3. Methodology

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

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

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

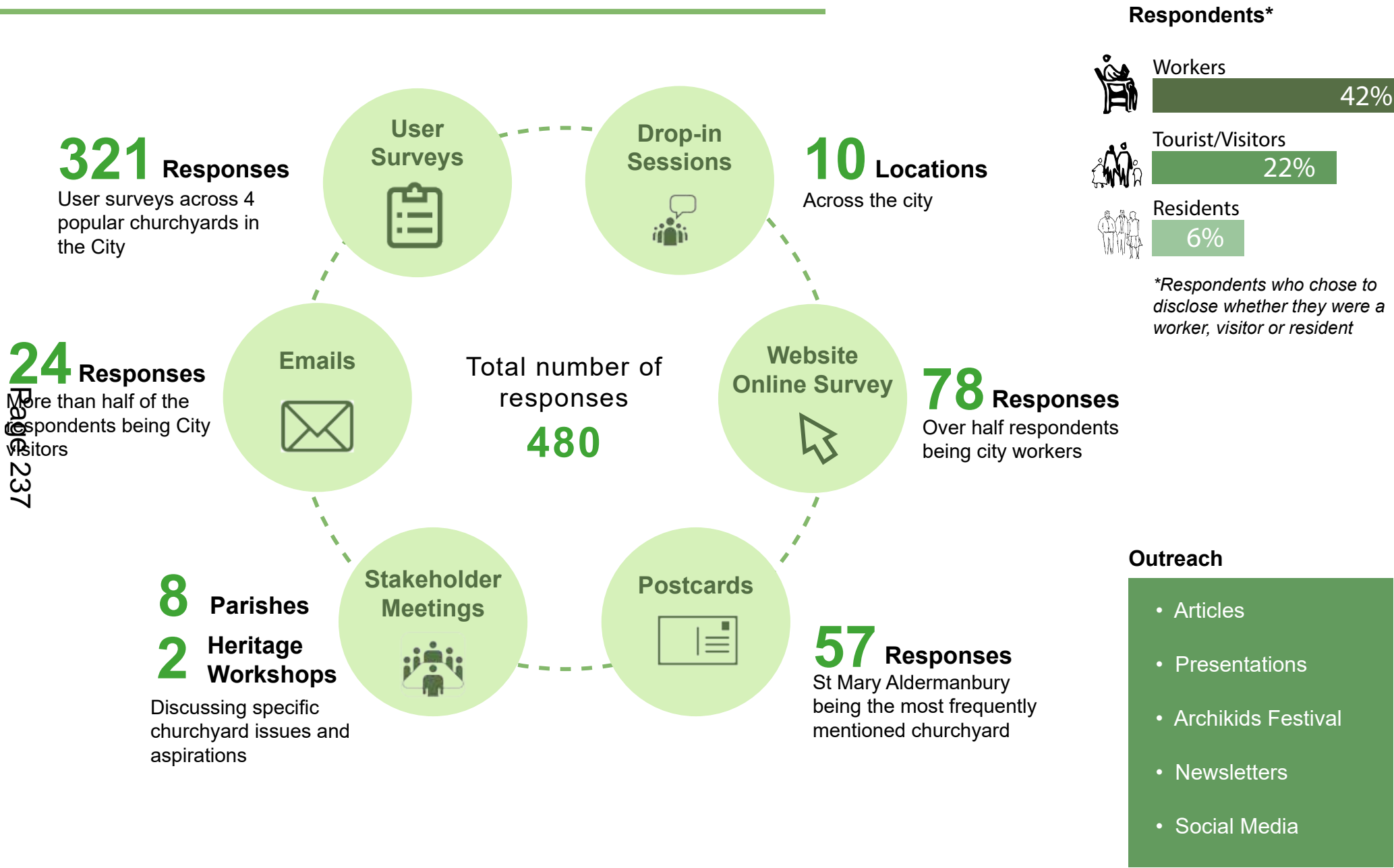
Drop-in locations



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



Feedback Overview

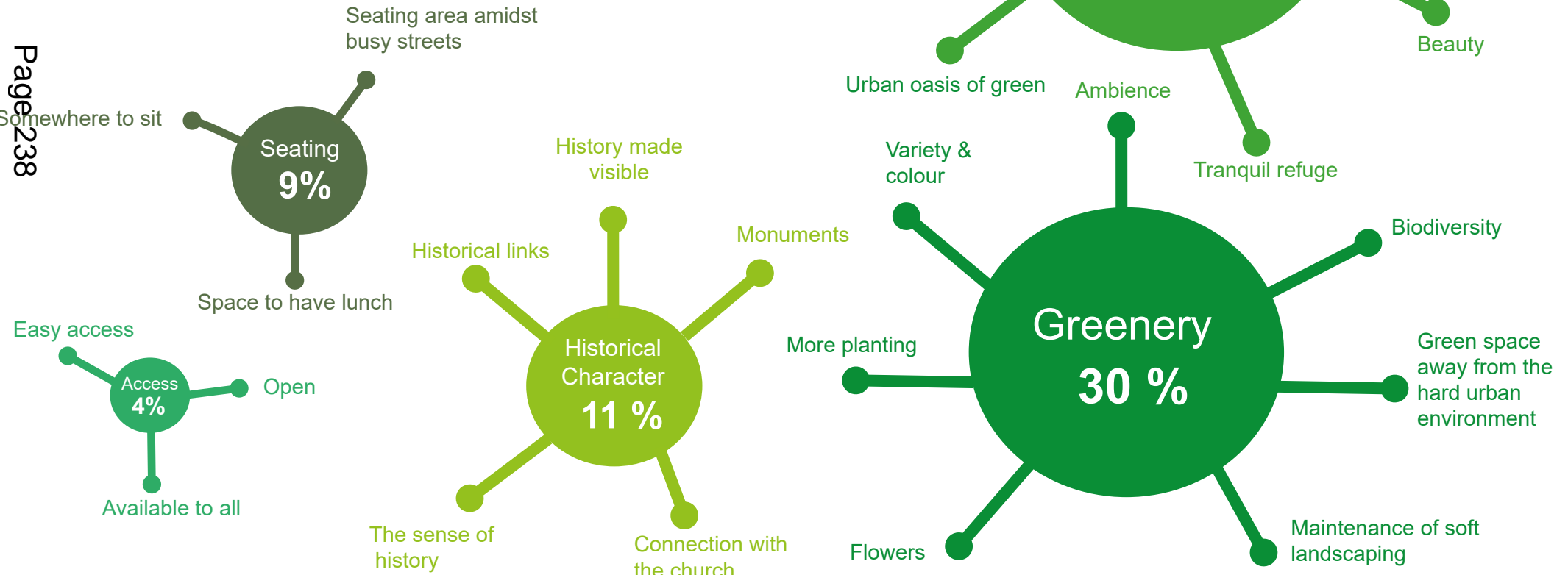


4. Q1: What do you most value about the City Churchyards?

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

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

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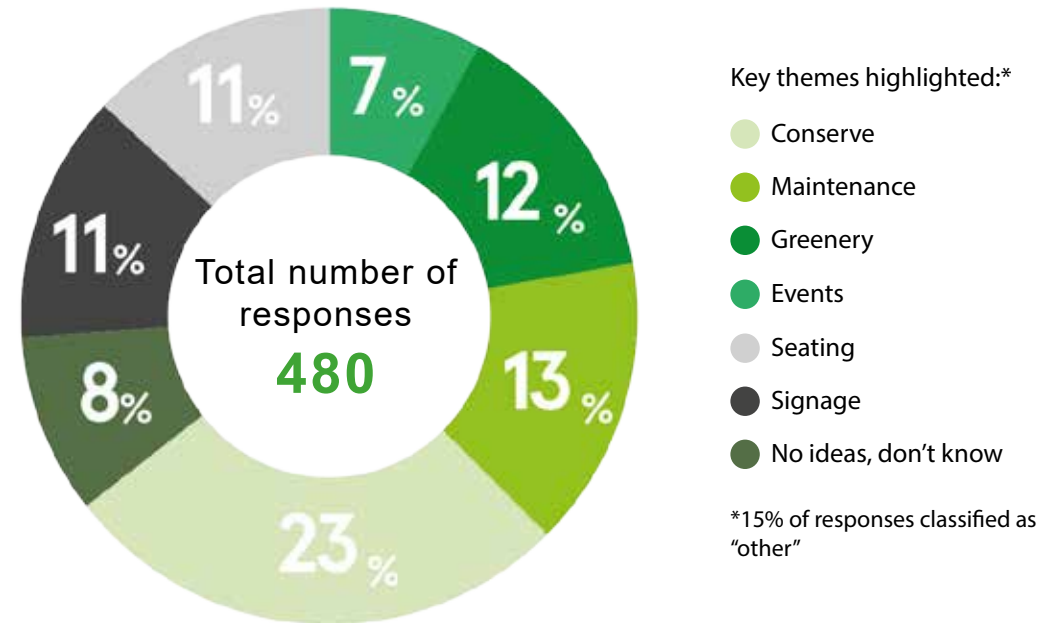


5. Q2: What would you most like to change about the City Churchyards?

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

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

Page 239



13% Maintenance

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

12% Greenery

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

11% Seating

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

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

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

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

27%
Page 240

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

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

23%

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

16%

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

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



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

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

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

Page 241

20%

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

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



23%

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

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

20%

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

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



8. Summary Findings

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

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

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

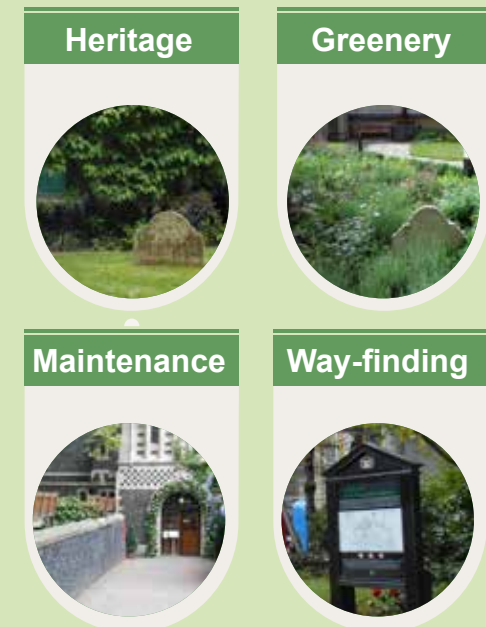
Other findings include the need to establish consistent maintenance across the churchyards. As these spaces are treasured by many City workers, residents and visitors, there was a strong opinion that their historic features and existing qualities should be maintained as a priority. Furthermore, there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

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

Priorities:

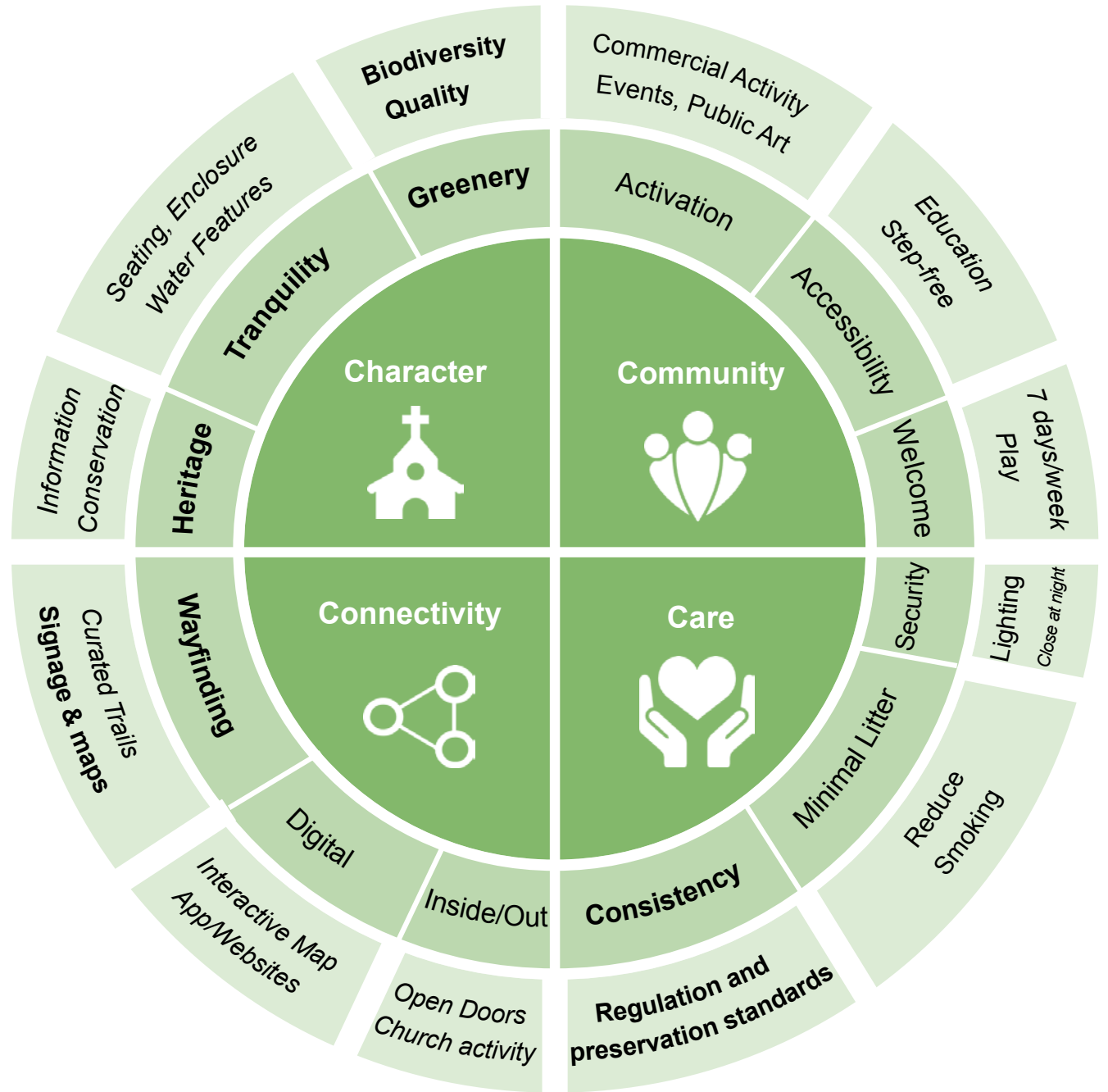
- Preserve the churchyards as tranquil, historic spaces that can be enjoyed by everyone
- Enhance the quality of the greenery in churchyards and increase biodiversity
- Provide clear maintenance standards
- Improve signage across all Churchyards, and include further historic information

Work streams:



Key Topics for Consideration:

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



- Themes
- Aspirations
- Potential outcomes and ideas

9. Next Steps

Finalising priority churchyards & work streams

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

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

Delivery plan

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

Programme approval

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



Appendix

Consultation response overviews:

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

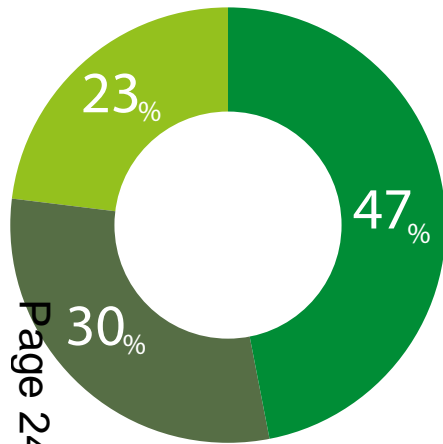
Consultation material:

- Survey Boards
- Other consultation material

Appendix Postcard overview

Total number of responses: 57

What do you most value about the City Churchyards?

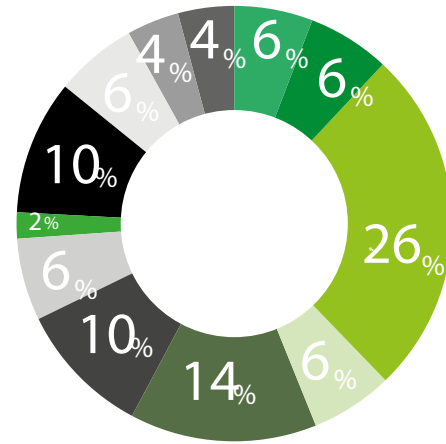


- Peace and Tranquillity
- Historical Character
- Greenery

VALUE

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

What would you most like to change about City Churchyards?

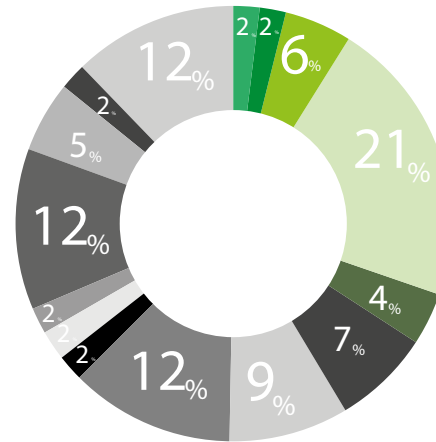


- Greenery
- Historic Character
- Maintenance
- Conserve
- Peace/ Tranquillity
- Seating
- Signage
- Smoking
- Wildlife
- Safety
- Anti-Social Behaviour
- Facilities

CHANGE

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

How can we better connect the City Churchyards?

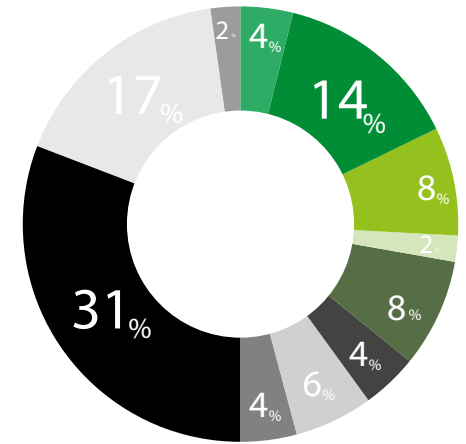


- Facilities
- Greenery
- Historic Character
- Maintenance
- Conserve
- Other
- Peace/Tranquillity
- Safety
- Seating
- Signage
- Smoking
- Wildlife
- Access
- Digital Solutions
- Wayfinding
- Events

CONNECT

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

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



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

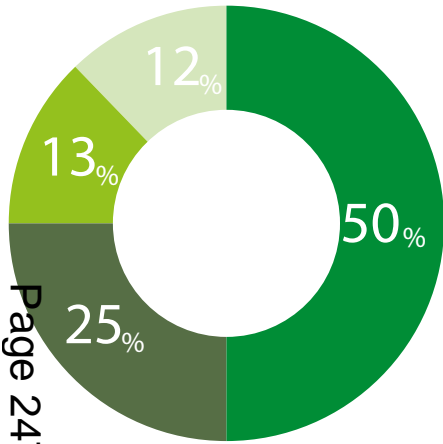
AMENITY

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

Appendix Email overview

Total number of responses: 24

What do you most value about the City Churchyards?



- Greenery
- Historical Character
- Other
- Peace and Tranquillity

VALUE

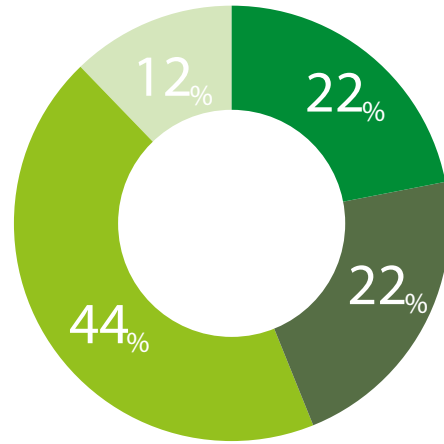
The greenery and biodiversity of the churchyards, maintenance of landscaping

An opportunity to find out about churches and burial places

Peaceful and quiet

Excellent use of CIL

What would you most like to change about City Churchyards?



- Signage
- Access
- Maintenance
- Smoking

CHANGE

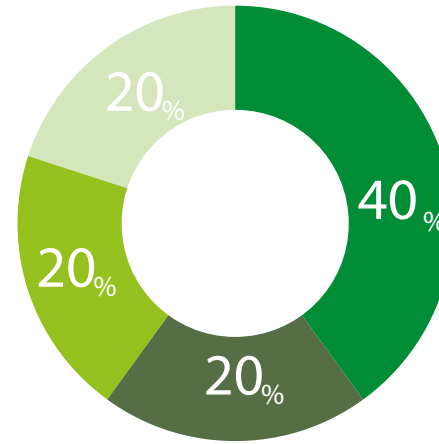
Access of churchyard through road

Maintenance of churchyard, painting and repair

Appropriate signage to reduce skateboarders, sitting on gravestone

Designated non-smoking areas

How can we better connect the City Churchyards?



- Access
- Digital Solutions
- Historic Character
- Events

CONNECT

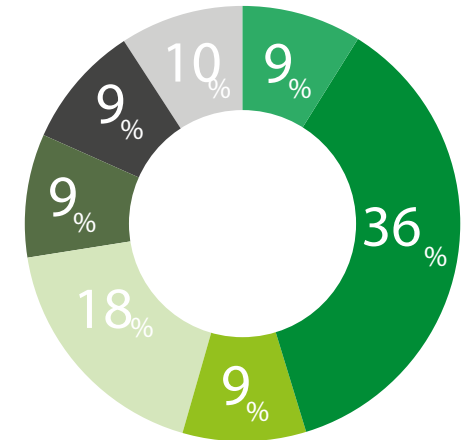
History notice boards and information on about church visible

Incorporate and enhance aesthetic with in/ext of church

Interactive map with city church website

Involving volunteers and the local community

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



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

AMENITY

Historic information displayed in analogue format

Public art within the space

Church as well-being hub

Volunteer opportunity for maintenance

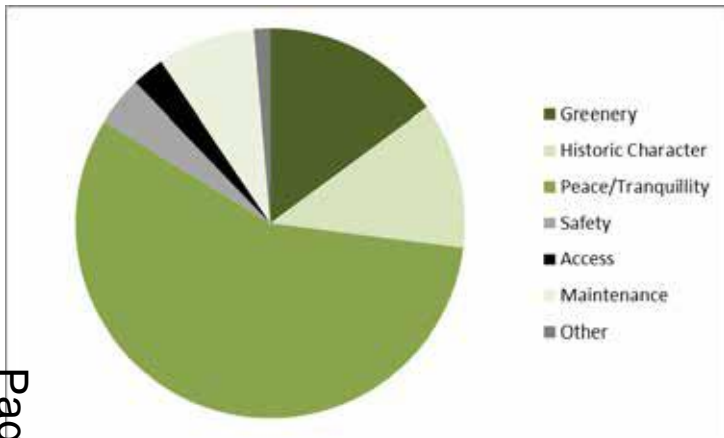
Sensory gardens

Conserve

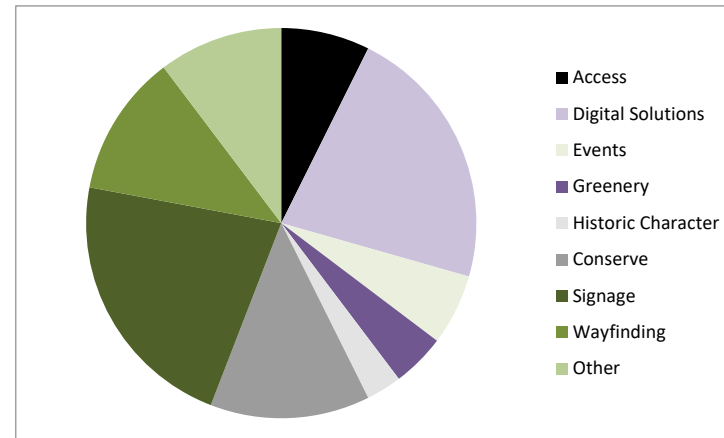
Designated smoking areas

Total number of responses: 78

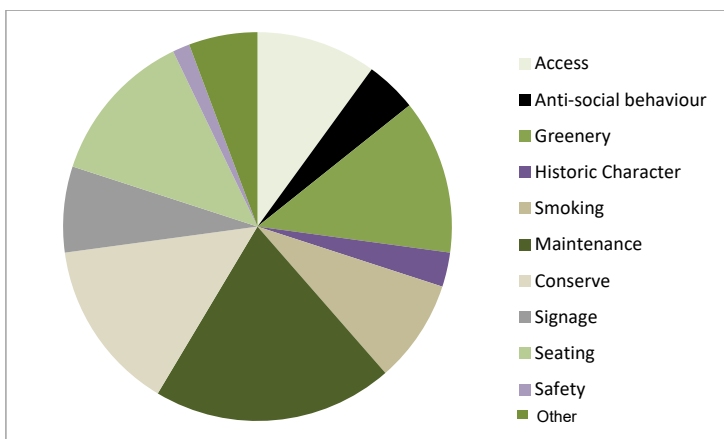
What do you most value about the City Churchyards?



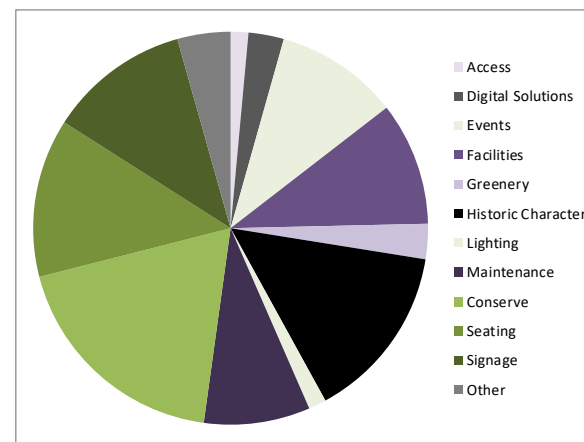
How can we better connect the churchyards?



What would you like to change in City Churchyards?



How can we increase the amenity value of the churchyards?



Appendix Living Streets user survey

Total number of responses: 201

What do you most value?

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

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

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

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

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

Q5 How can we better connect the City Churchyards?

most common answers were the following:

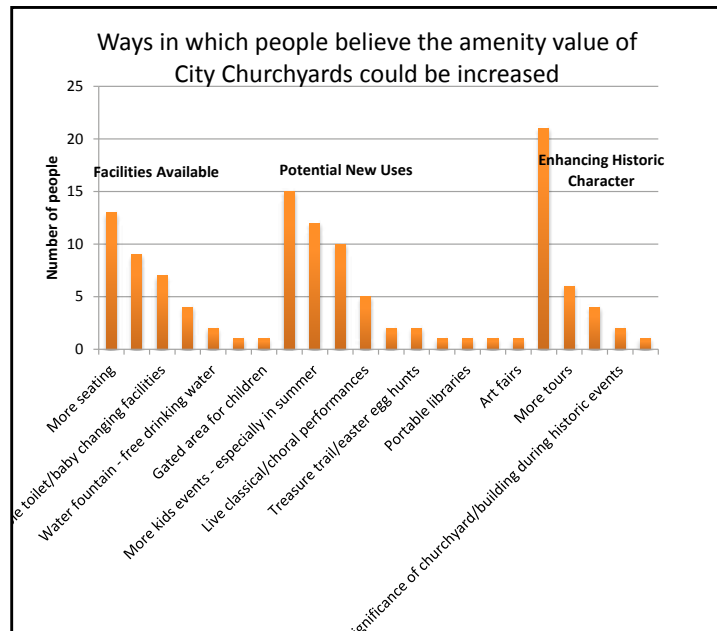
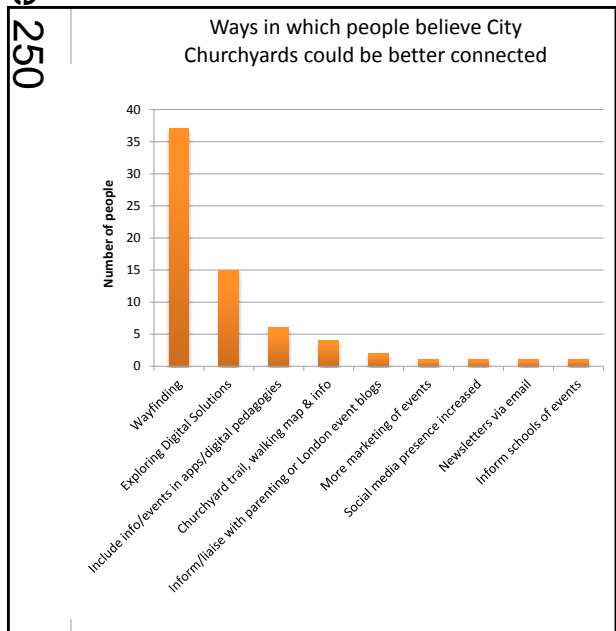
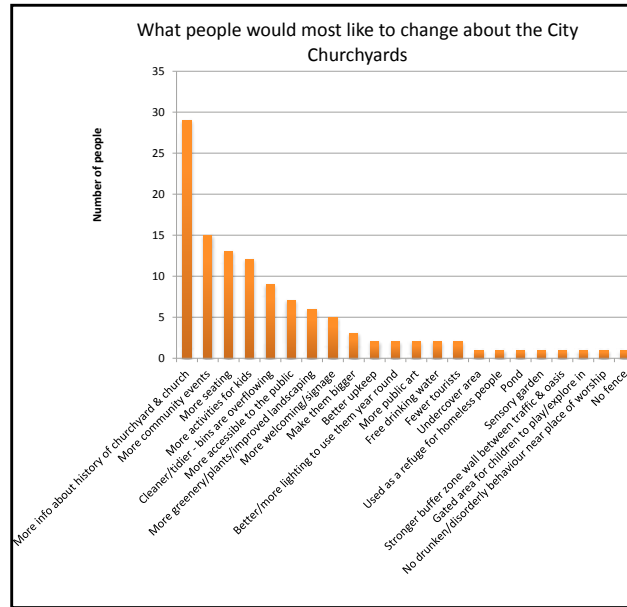
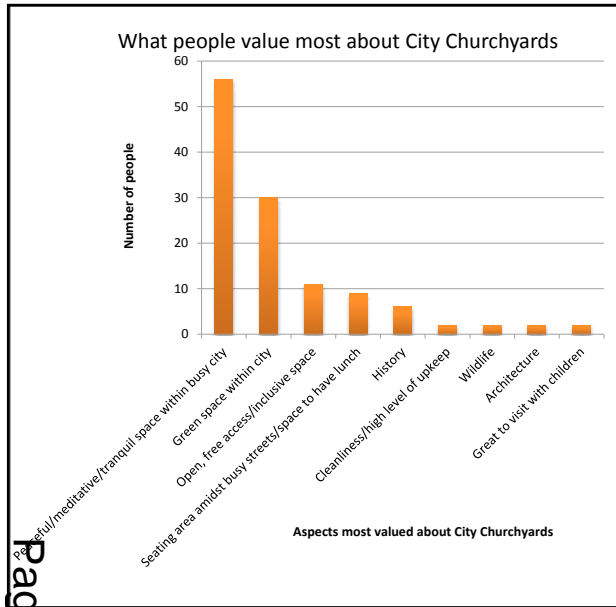
Online: Improve online website; churchyard app, better online information; link churchyards on google maps etc	24	14%
Physical connections: More signs; maps; better wayfinding; plaques on the floors; sign posts to other churchyards; more informaton	79	46%
Don't know; no idea or don't improve the connections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

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

most common answers were the following:

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

Appendix Archikids user survey



Total number of surveys: 120

Value

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

Amenity value

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

Connecting:

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

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

Historic Character

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

Signage

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

Greenery

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

Digital Solutions

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

Smoking- Blanket ban across all churchyards

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

Facilities

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

Maintenance

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

Seating

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

Accessibility

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

Overall from high to low priority

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

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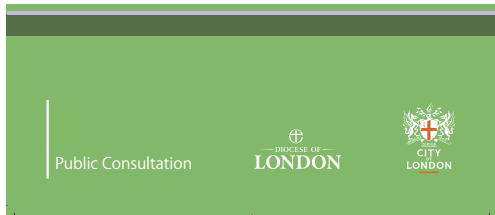
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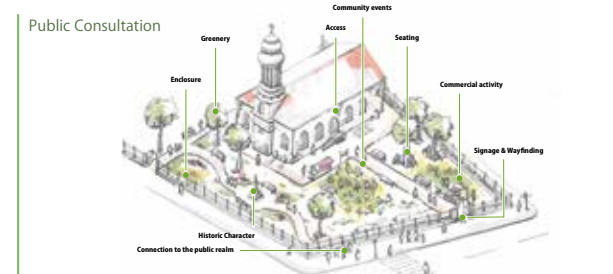


Information booklet



Postcards

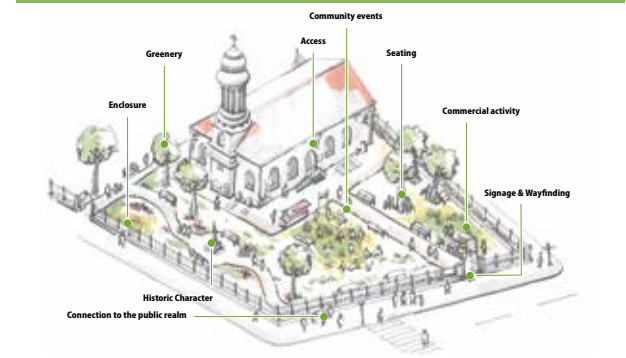
Churchyards Enhancement Programme



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

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

Information banner



Press articles

Making the most of our spaces

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



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

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

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

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

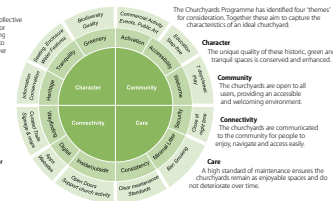
News, info and offers at www.cityoflondon.gov.uk/eshot

Churchyards Enhancement Programme

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

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

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



Your views are important to us

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

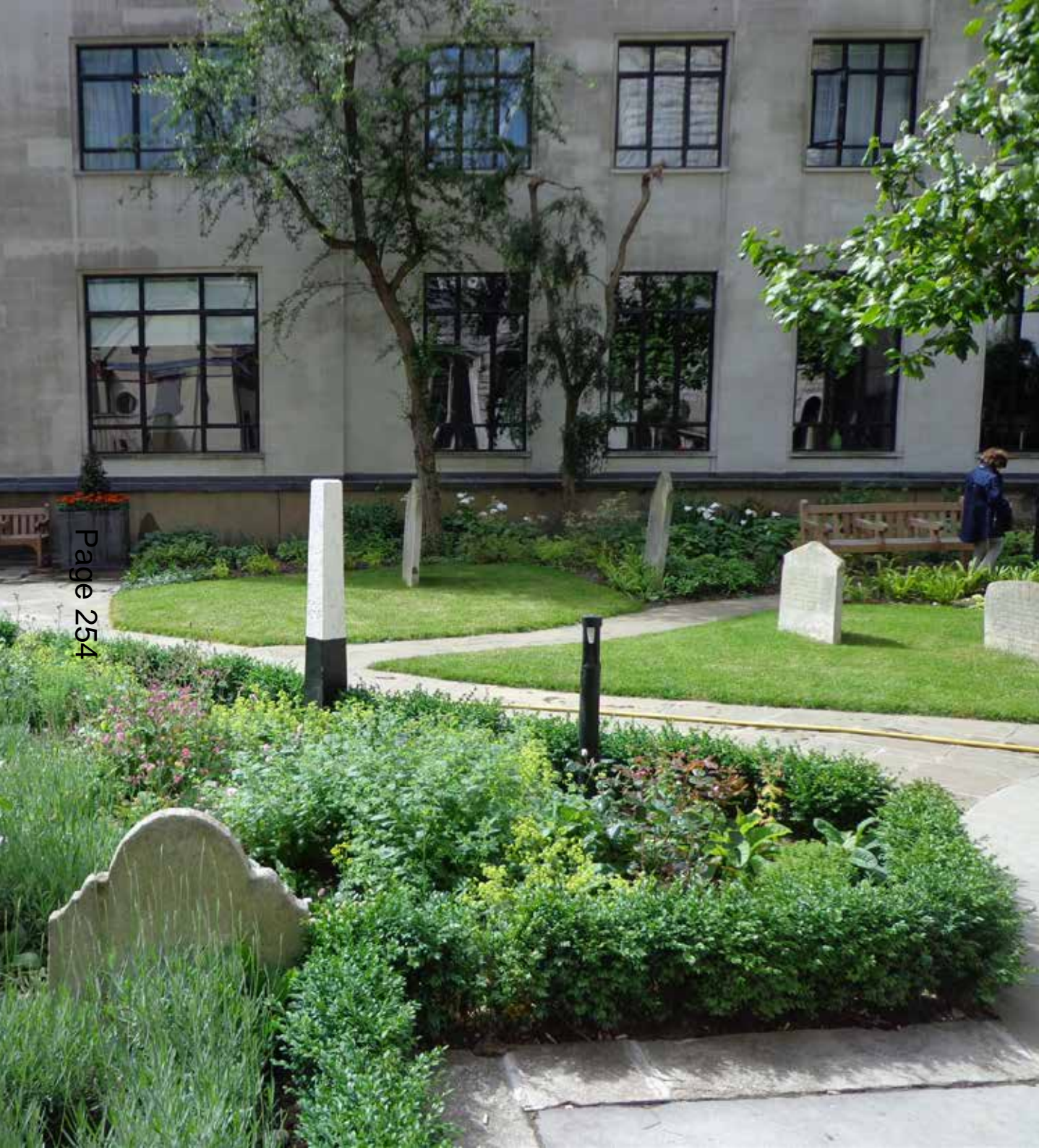
- What do you most value about the City Churchyards?
- What would you most like to change about the City Churchyards?

- How can we better connect the City Churchyards?
(e.g. wayfinding connecting the church interior to the churchyard exterior, exploring digital solutions)
- How can we increase the amenity value of the City Churchyards?
(e.g. the facilities available, potential new uses, enhancing historic structures)

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



Copies of the booklet are available on request



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



Policy Context

Appendix B

Churchyards are non-designated heritage assets. In addition, they are considered to form the settings of listed buildings and scheduled monuments where applicable and to contribute to the character of conservation areas.

National policies

Chapter 12 (Conserving and enhancing the historic environment) of the Government's National Planning Policy Framework (NPPF) has several policies relevant to churchyards.

These include:

126 (setting out a 'positive strategy' for heritage assets in the Local Plan)

129 (identifying and considering significance in proposals for change)

131 (desirability of sustaining and enhancing significance in determining planning applications)

135 (non-designated heritage assets)

139 (non-designated archaeological assets).

planningguidance.communities.gov.uk/

Local policies

Chapter 7 of the London Plan includes policies relevant to churchyards:

7.8 ('Heritage assets and archaeology')

7.18 ('Protecting open space and addressing deficiency')

7.21 ('Trees and woodlands')

7.23 ('Burial spaces').

www.london.gov.uk/

The City of London Local Plan policies relevant to churchyards are as follows:

CS10 ('Design')

DM10.4 ('Environmental enhancement')

DM10.8 ('Access and inclusive design')

CS12 ('Historic Environment')

DM12.1 ('Managing change affecting all heritage assets and spaces')

DM12.2 ('Development in conservation areas')

DM12.4 ('Ancient monuments and archaeology')

CS19 ('Open Spaces and Recreation')

DM19.2 ('Biodiversity and urban greening')

CS22 ('Social infrastructure and Opportunities') – in the sense that churchyards contribute to mental and physical well-being.

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Churchyard Enhancement Programme

Outline project ideas for churchyards prioritised for small scape improvements and cross cutting work streams
Appendix 3

Small-medium scale landscape improvements

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

Cross-cutting workstreams

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

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision Open Spaces and City Gardens – For Decision	25/03/2019 08/04/2019
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Assistant Town Clerk and Director of Major Projects	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 21 February 2019. At this meeting, the CAI considered public art proposals 1 to 4 (below) and, subsequent to the meeting, proposals 5 and 6:

1. **River View:** approval for *Liminal*, the winning entry of the London Festival of Architecture (LFA)/City of London River View Competition to animate the North Thames Path in conjunction with Illuminated River;
2. **Wayward, Smithfield Rotunda:** approval for a bespoke 'glass house' with informal stage, modular seating and tables and entrance design elements commissioned by the City Corporation's Public Realm team;
3. **Volo – Dreams of Flight:** approval for an immersive, virtual reality swing experience commissioned by the City Corporation's Cultural and Visitor Development team (CVDT) and Culture Mile;
4. **Sculpture in the City:** approval for the shortlisted artworks for the project's ninth edition, launching June 2019;
5. **London Festival of Architecture – Benches:** approval for five benches to be installed in June in the Cheapside footprint; and
6. **London Festival of Architecture – St Paul's Plinth:** approval for the installation of new artwork within the existing frame at St Paul's station.

The following application was considered by the CAI between meetings:

7. **22 Bishopsgate:** an artistic design for a wind mitigation device, to be situated at the south west corner of the building on private land.

Recommendation(s)

Members of the Culture Heritage and Libraries Committee are asked to:

- Ratify the City Arts Initiative's recommendations in relation to proposals 1 to 6 above as follows:
 - **River View:** approve subject to final consent from City engineers, and Highways and Planning Teams;
 - **Wayward, Smithfield Rotunda:** approve, subject to final consent of the City Gardens Team;
 - **Volo – dreams of flight:** approve subject to final consent from City Gardens, Highways and Public Realm Teams;
 - **Sculpture in the City:** approve shortlist in principle and subject to necessary permissions and licences from Highways and Planning Teams, and the City Gardens Team, noting the serious concerns from the Director of Communications over some works appearing on the shortlist;
 - **London Festival of Architecture – Benches:** approve subject to final consent from the Highways and City Gardens Teams and implementation of recommendations; and
 - **London Festival of Architecture – St Paul's Plinth:** approve subject to final consent from Planning and Engineering Teams.

- Note the application for **22 Bishopsgate** acknowledging that the CAI may only comment and not recommend, and that your Committee may not approve or decline applications for public art on private land.

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

- Approve the proposals agreed in principle by the Culture, Heritage and Libraries Committee for *Volo – dreams of flight*, *Sculpture in the City* (at relevant sites) and *London Festival of Architecture – Benches*, delegating authority to the Director of Open Spaces to sign off installation subject to satisfactory details and plans being received.

Main Report

Background

1. The City Arts Initiative (CAI) was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. The CAI comprises elected Members drawn from your Committee and relevant officers across planning, highways, open spaces, and cultural and visitor development, as well as those with specific expertise in the visual arts.

3. At your Committee in May 2018, Members confirmed that those occupying the roles of Chairman and Deputy Chairman on the Culture, Heritage and Libraries Committee, and the Chairman of the Sculpture in the City Partner Board should have permanent seats on the City Arts Initiative. Your Committee also elected Mrs Barbara Newman and Mr Jeremy Simons to serve on the CAI for the 2018/19 committee year.
4. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

Current Position

5. The CAI met on 21 February 2019 to consider the proposals outlined below excepting those submitted by London Festival of Architecture which were received following the meeting and considered by the CAI via email.
6. Full-colour visual representations of the proposed artworks are circulated electronically with this report and available in appendices 1 and 2. Full details of all the applications to the CAI are available on request from the Assistant Town Clerk and Director of Major Projects.

Proposals

River View

7. The CAI received a proposal for siting *Liminal* by Wolfgang Buttress, the winning design from a competition commissioned by the City Corporation's Cultural and Visitor Development Team (CVDT) and run by the London Festival of Architecture (LFA). This new commission is designed to complement the *Illuminated River* project launching in July, the LFA (running throughout June) and the City's own *Fantastic Feats* outdoor arts programme (running June through November).
8. *Liminal* will be sited in front of the City of London Boy's School from June to September 2019.
9. *Liminal* blurs boundaries between 2D, 3D and 4D using a variety of mirrored, bright, satin and matt aluminium panels that focus and alter viewers' perceptions and experience of the river. As well as the 6.5m long x 4.5m tall x 0.7m deep sculpture, a live data feed from an underwater sonar that captures the life and flow of the river, will be sent to an app, expressing the life of the Thames through sound and light on visitors' mobiles and tablets.
10. No power supply or network is required for this installation; it is a weather-proof, ruggedized system. No maintenance is required other than a wash with soapy water as requested or required.
11. The proposal is fully funded by City of London Corporation and Rothschild Foundation. Wolfgang Buttress has also secured further funding from The International Aluminium Institute.

12. The CAI recommends that this proposal be approved in principle, subject to final consent from City engineers and Highways and Planning Teams.

Wayward, Smithfield Rotunda

13. The CAI received a proposal from the Public Realm team for a bespoke 'glass house' with informal stage, modular seating and tables and entrance design elements to be sited in Smithfield Rotunda Garden from May to September 2019.
14. The Wayward are a collective of designers, artists and urban growers, experienced in 'placemaking' initiatives. Their proposal supports the Culture Mile's Look and Feel Strategy outcomes, including improving wayfinding, enhancing outdoor spaces for public art, play and programming, and supporting community participation, as well as Culture Mile summer programming. The proposal will enhance the visibility and public amenity of the garden with unique design elements and a community greening initiative.
15. The proposal will be funded by the Culture Mile Look and Feel Experiments budget, subject to approval by committees.
16. Maintenance will be agreed between Wayward and City of London officers with a clear maintenance plan devised.
17. The CAI recommends that this proposal be approved, noting that Open Spaces and City Gardens Committee, Streets and Walkways Sub Committee and Projects Sub Committee have already approved it.

Volo - dreams of flight

18. The CAI received a proposal for four immersive virtual reality swing experiences to be placed in public spaces from 18-22 June 2019.
19. The swings are hung from a sculptural structure in each location and riders will wear virtual reality headsets to be transported through one of four dream experiences, each inspired by Leonardo da Vinci's flying machines.
20. The footprint of each site is 6.959 x 3.848m. The applicant will work closely with your City Gardens team to identify four suitable trees for the swings to be rigged to. While in operation, two operators will be present to give instruction, manage crowds and monitor health and safety.
21. The proposal is a commission by the CVDT as part of the *Fantastic Feats* programme and is funded by the City of London Corporation and Culture Mile. A funding application to Arts Council England has also been submitted.
22. The CAI recommends that this proposal be approved in principle subject to final consent from your City Gardens, Highways and Public Realm teams.

Sculpture in the City

23. The CAI received a presentation on the shortlisted artworks for *Sculpture in the City's* ninth edition. The shortlist comprises 32 works with visual of these provided separately from other applications in this report in Appendix 2. The artworks were selected by the project's Art Advisory Board and agreed with *Sculpture in the City's* funding partners prior to their submission to the CAI.
24. The project is funded by the City Corporation in partnership with local businesses, largely in the Eastern City Cluster area.
25. It should be noted that the final installed exhibition will not include the full shortlist. The final works for installation will be selected from the shortlist based on their technical feasibility and through negotiations with landowners on locations. The works will be installed in locations around the Eastern City Cluster.
26. The shortlist was reviewed by City Highways and Planning teams to ensure it meets the City's technical, planning and access requirements. The project team will continue to consult the relevant internal teams as and when locations for the artworks are determined.
27. Serious concerns were raised both by the CAI and the Director of Communications over some works appearing on the shortlist. An ongoing discussion regarding these artworks is taking place in consultation with the Sculpture in the City Partner Board and the Head of Media.
28. The CAI recommends that the shortlist be approved in principle, despite the concerns of the Director of Communications, and subject to necessary permissions and licences from Highways and Planning Teams and final consent from City Gardens (as relevant).

London Festival of Architecture: Benches

29. The CAI received a proposal for five benches to be sited within the Cheapside footprint from 1-30 June as part of the London Festival of Architecture.
30. Architecture and design students, recent graduates and emerging practices from across London were invited to submit a bench design to enliven the public realm of the Cheapside area. The five winners were selected from 80 entries to the competition by a panel of experts. The benches will be constructed predominantly from wood.
31. The project is funded by Cheapside Business Alliance.
32. Five sites have been identified following a site visit with your Highways Team and the benches have been assigned as follows:
 1. Anna Janiak Studio: in front of 150 Cheapside
 2. Delve Architects with Will Drayson: in front of Bloomberg building

3. Sarah Emily Porter: in front of Royal Exchange
4. Armor Gutierrez Rivas: Bow Church Yard
5. Astrain Studio: Cheapside Sunken Garden

Please see the appended map for exact locations and designs (Appendix 1). Two designs, 6 and 7 have been selected as backup options.

33. The CAI recommends that this proposal be approved in principle subject to final consent from your City Gardens (as relevant), Highways and Public Realm teams and the following recommendations and conditions:
 - a. For benches containing plants and flowers, a watering schedule should be planned, and each bench should be maintained and cleaned throughout the month, particularly bench 5 under the tree in the sunken garden.
 - b. Pedestrian flow must not be compromised by larger benches and 2m access around the benches on all sides should be accommodated.
 - c. A dimension has not been provided for the height of the lower L-section of bench 4. It should be at least 1.5m above ground level to enable a person who is blind or partially sighted to detect it using a cane. Consideration could also be given to highlighting the corners with a contrasting colour.
 - d. As bench 4 appears to not be fixed to the floor there may be a risk of tipping over. A relevant risk assessment must be undertaken and consent for solutions by obtained from the City's Highways Team and City engineers.
 - e. There should be a clear plan in place for the removal of the benches on 30 June.

London Festival of Architecture: St Paul's Plinth

34. The CAI received a proposal for a new installation within the existing metal frame on the traffic island at St Paul's station as part of the London Festival of Architecture.
35. The installation consists of 35 angel sculptures that sit on wooden seats/bars randomly arranged and fixed to the existing wire grid. The connection with the existing wire frame will be designed in a way so that the individual angel sculptures cannot move in the wind. The work will be produced and installed by KHBT Architects. The drawings and the risk assessment documents will be checked by a City engineer. On delivery, the installation will be checked to ensure it is safe for public use.
36. At the point of deinstallation (responsibility of KHBT Architects), the installation will become the property of the competition winner.
37. The structure is being designed to be maintenance-free during the duration of the London Festival of Architecture (June 2019). Thereafter, should the installation be granted planning permission, it is envisaged that a simple spray cleaning might be required similar to the St Paul's Gateway project.

38. The designers of the current structure, known as St Paul's Gateway, ScottWhitbyStudio and Arup, have given their consent for the frame to remain in situ and be used by the London Festival of Architecture to install the new artwork.
39. The London Festival of Architecture have requested that the new artwork and frame remain in place until March 2020. A planning application will be submitted on 18 March 2019.
40. The CAI recommends that this proposal be approved in principle subject to planning permission being granted and the following considerations:
 - a. LFA and KHBT Architects to liaise with your City Gardens and Highways Teams regarding installation dates so summer planting activity can be planned around the installation date and that there are no clashes with major events being held.
 - b. Current planning permission for the main structure expires on 30 July 2019, a condition on the current permission requires that the art installation permitted shall be removed and the land restored to its former condition on or before 30 July 2019. New planning permission is required to retain the main structure as well as the above proposed artwork.
 - c. The structure must be sufficiently weatherproof, particularly in respect to high winds, to ensure it does not become dangerous to the public.

22 Bishopsgate

41. The CAI received a proposal for an artistic design for a permanent wind mitigation device, to be situated at the south west corner of 22 Bishopsgate.
42. The structure is inspired by the natural wind mitigating properties of trees, with the plates of the wind structure becoming canopies of foliage and the vertical supporting beams the trunk and branches of a sheltering tree. The tree, a Poplar, will primarily be fabricated in steel, with aluminium used for the angled foliage plates. It is proposed that the trunk and branches will be painted maroon and the foliage plates gold.
43. The CAI may comment on but not recommend, and your Committee may not approve or decline applications for public art on private land. This application is for informational purposes only but is subject to standard planning application procedures.

Corporate & Strategic Implications

44. The City Arts Initiative was formed to support the City's management of public art which supports the delivery of the City's Cultural and Visitor Strategies.

Conclusion

45. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 21 February 2019

Appendices

- Appendix 1: CAI Images, 21 February 2019
- Appendix 2: *Sculpture in the City* Ninth Edition shortlist, 21 February 2019

Background Papers

Full details of the applications received by the City Arts Initiative are available on request from the Assistant Town Clerk and Culture Mile Director.

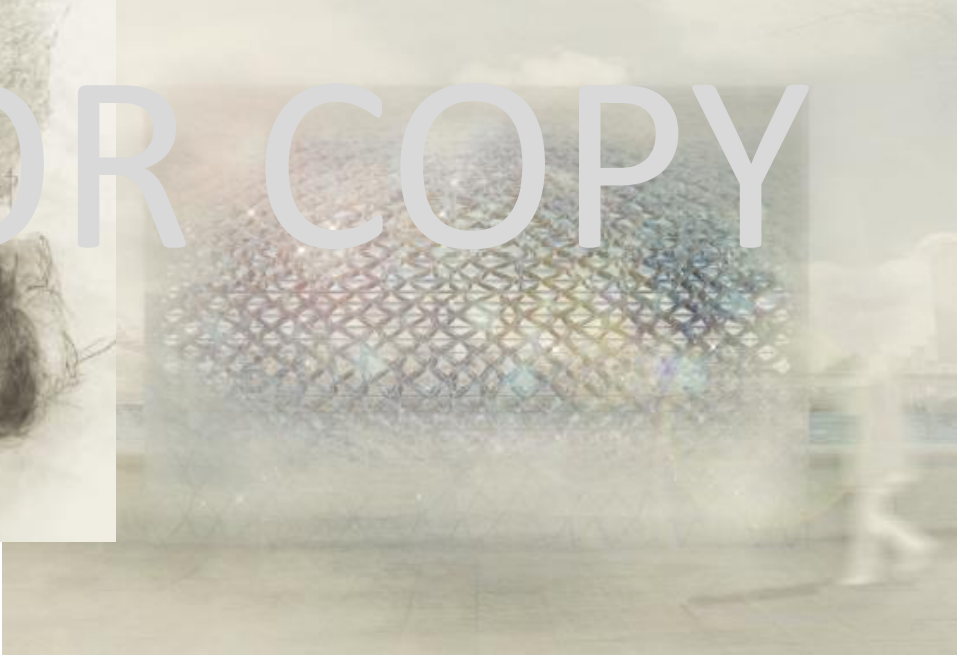
Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk

River View, *Liminal*



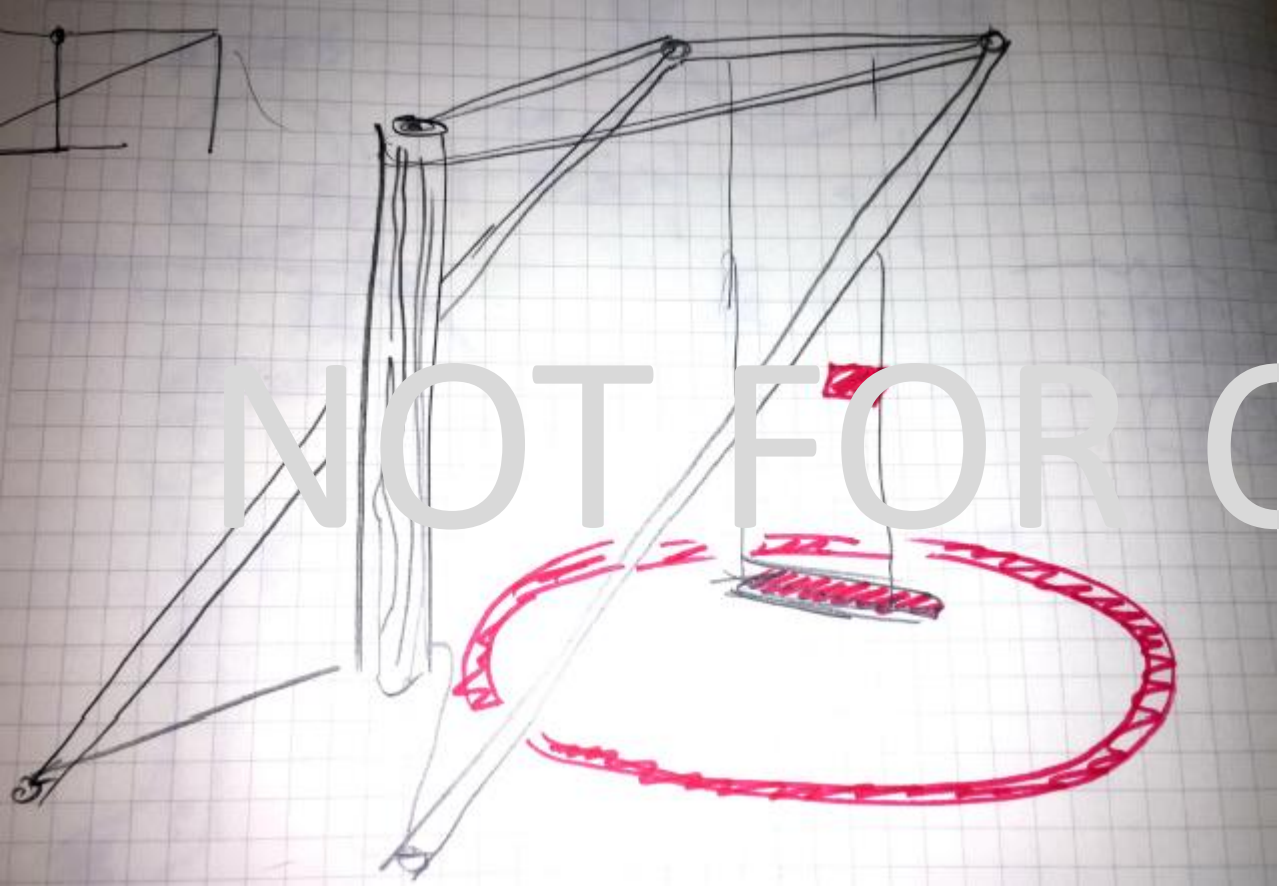
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Wayward, Smithfield Rotunda



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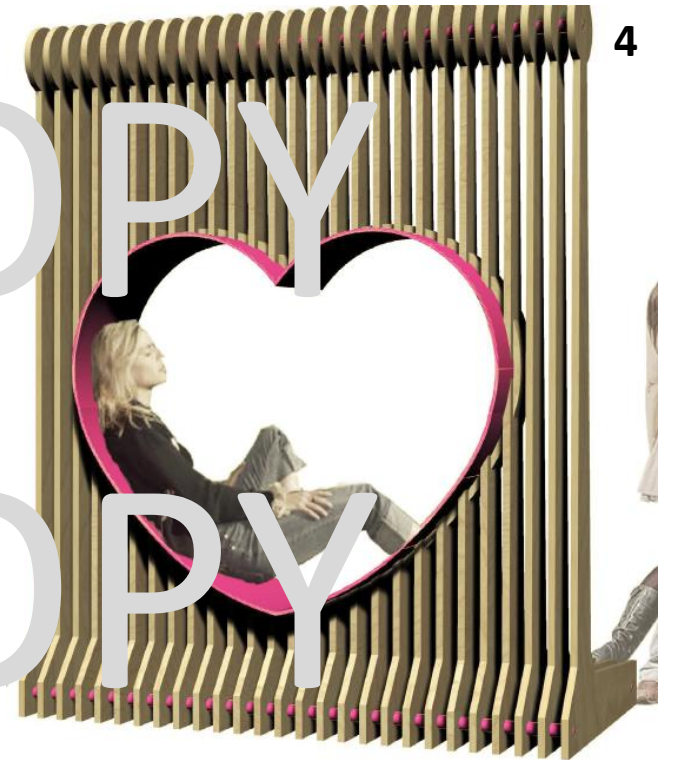
Volo – dreams of flight



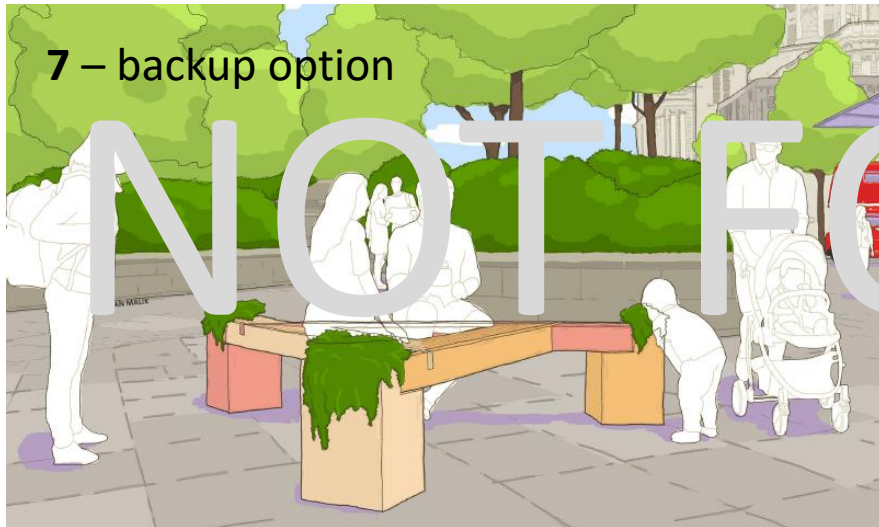
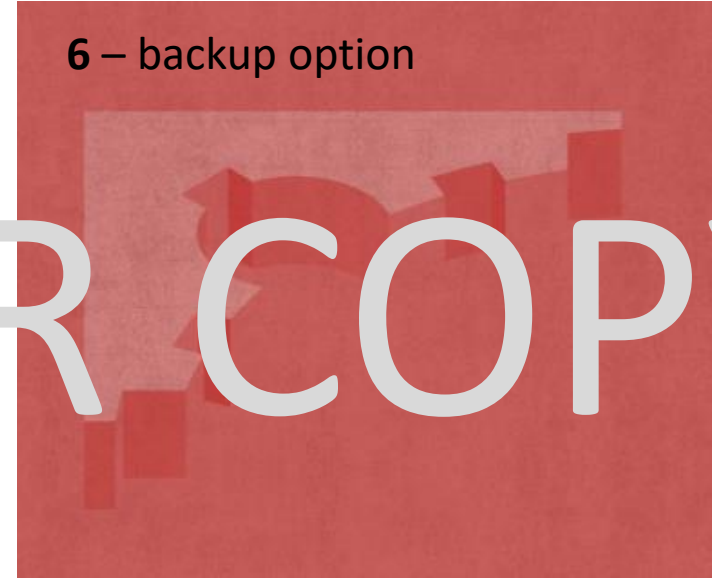
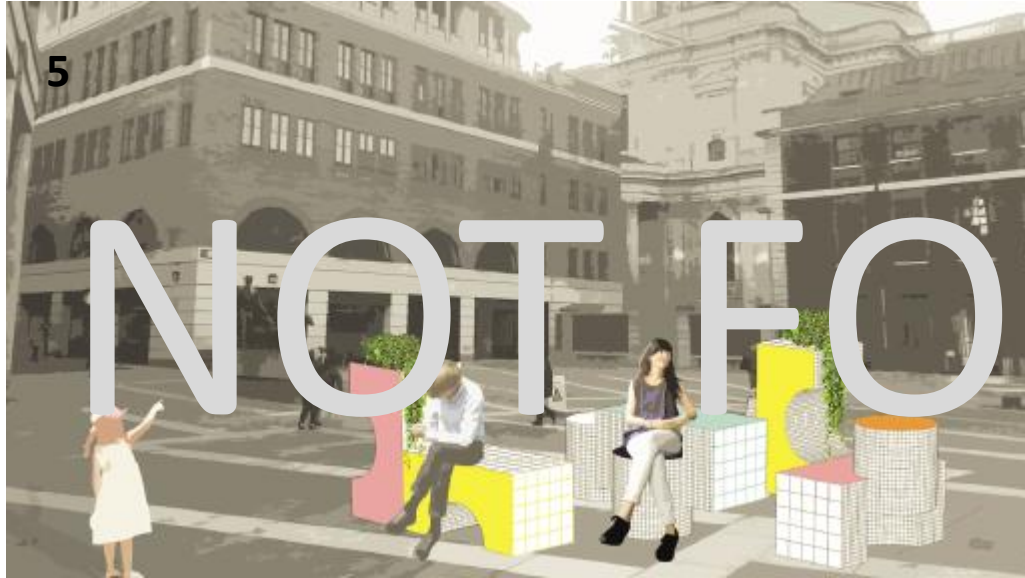
London Festival of Architecture: Benches Locations



London Festival of Architecture: Benches
Bench designs

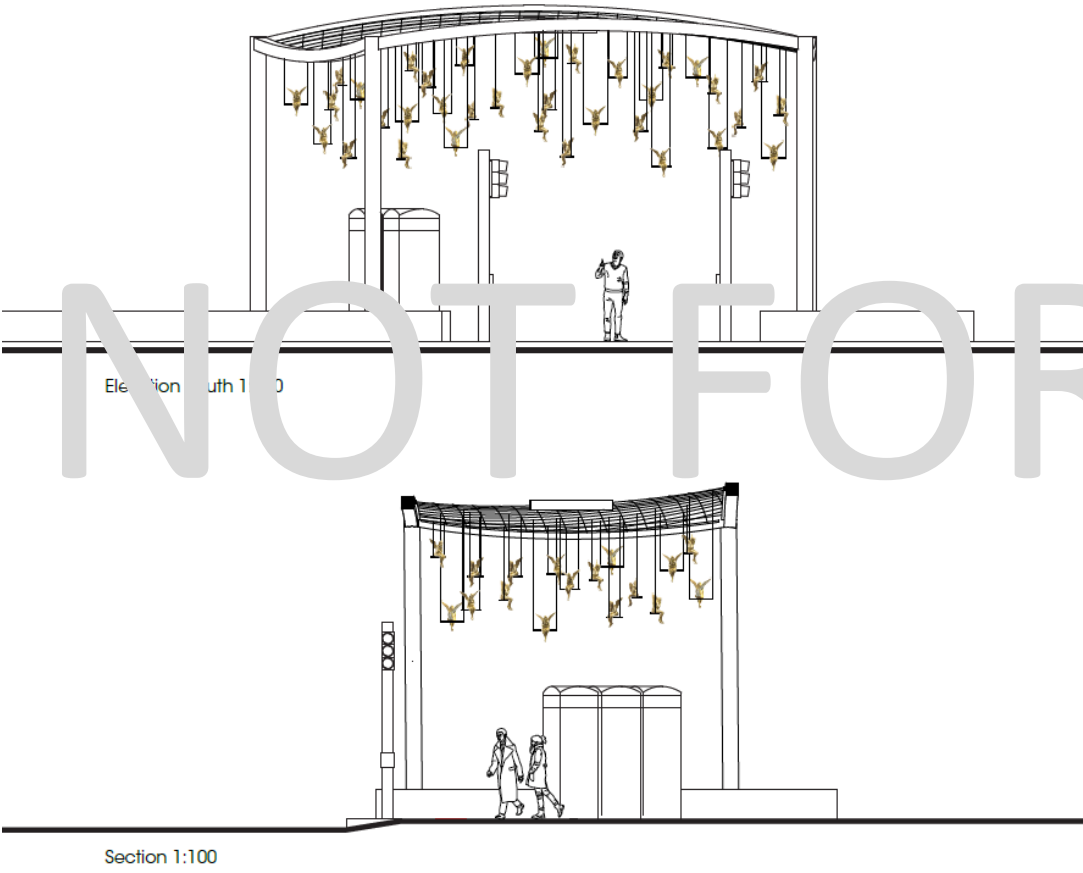


London Festival of Architecture: Benches
Bench designs



London Festival of Architecture: St Paul's Plinth

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22 Bishopsgate



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SCULPTURE IN THE CITY

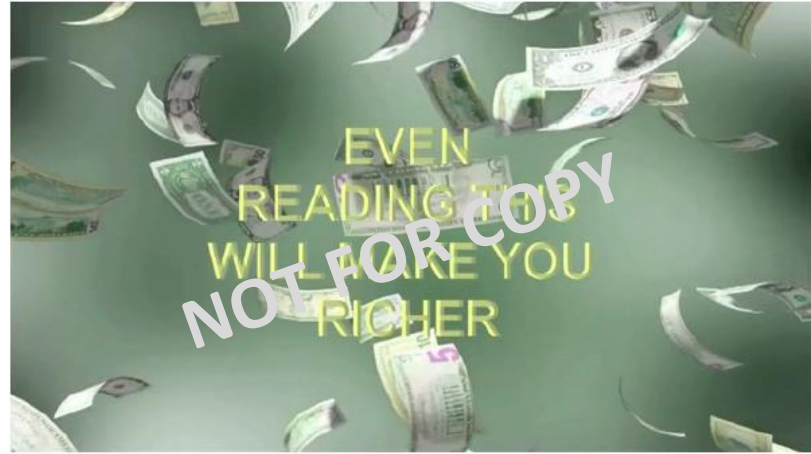
Appendix 2: 9th Edition shortlist

Further details on the artworks can be provided upon request.

Bridging Home, Do Ho Suh



How To Make Money Religiously, Laure Prouvost



Site of the Fall - study of the renaissance garden: Action
180: At 9:15 am Sunday 28 May 1967, Reza Aramesh

Reclining Nude I, Kevin Francis Gray



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Abstract Mass, Nina Saunders



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Series Industrial Windows I, Marisa Ferreira



Unnamed, Nathan Coley



Stagnight,
Michael Lyons



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It Was Only a Matter of Time Before We Found the Pyramid and Forced It Open, Salvatore Arancio

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The Spectacle, Jonathan Trayte



Goetzbau, David Gates / *The Rural of Art & Lothar Götz*



The Same for Everyone, Nathan Coley



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Appendix 2: 9th Edition shortlist

Count Down Dialogue,
Tatsuo Miyajima



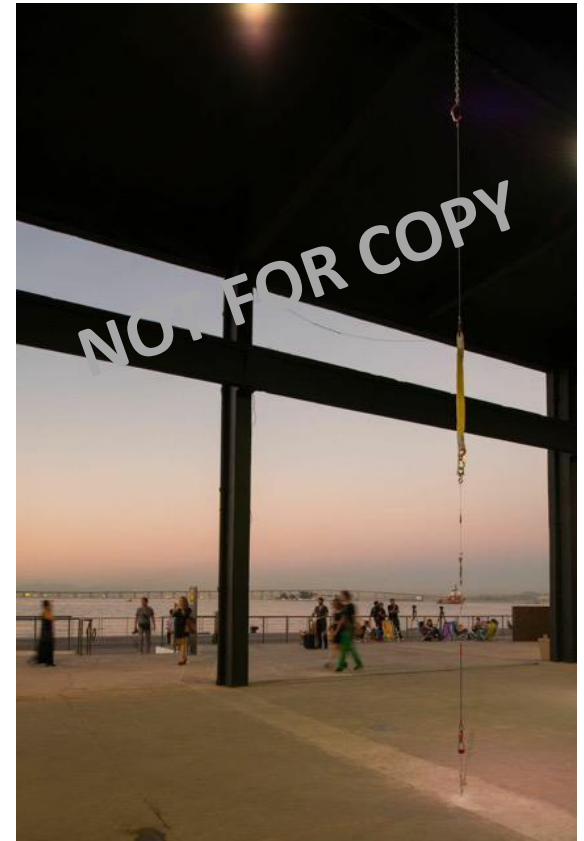
The Source, Patrick Tuttofuoco



Space Time, Patrick Tuttofuoco



Hardware Seda, Jac Leirner



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Arcadia/ Heaven, Leo Fitzmaurice



One of the two Lawrence Weiner artworks for selection:

WITHIN A REALM OF RELATIVE FORM, Lawrence Weiner



Artwork text:

A PURSUIT OF A FORM
AN ESSENTIAL COMPRESSION OF A FORM
AN ESSENTIAL EXPANSION OF A FORM
A DEGRADATION OF A FORM
AN OBJECTIFICATION OF WHICHSOEVER FORM
ALL TOGETHER NOW

FOUND ALONE AFTER ANY GIVEN TIME, Lawrence Weiner



Artwork text :

FOUND ALONE AFTER ANY GIVEN TIME
FOUND MIXED + MATCHED AFTER ANY GIVEN TIME
FOUND DUE TO PROXIMITY AFTER ANY GIVEN TIME
FOUND DUE TO ITS NATURE AFTER ANY GIVEN TIME
FOUND BY CHANCE AFTER ANY GIVEN TIME
FOUND TO MAKE DO WITH AFTER ANY GIVEN TIME
FOUND WHERESOEVER IT IS AFTER ANY GIVEN TIME

The Garden of Floating Words, Elisa Artesero



The poem reads:
'You've gone
Touching Leaves
In the
Moonlight'

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'Dutch / Light (for Agneta Block)', Jyll Bradley



Arena, Benoît Maubrey / Die Audio Gruppe



Forwards Not Backwards, Sam Durant



Untitled (Trom Bell), Steven Claydon



Untitled (Juniperus virginiana), Virginia Overton



Borrowed Spaces, Martin Cordiano



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For Nocturnal Creatures 2019

LGBT + WALKING GROUP (notice me), Guillaume Vandame



On Air, Graeme Miller



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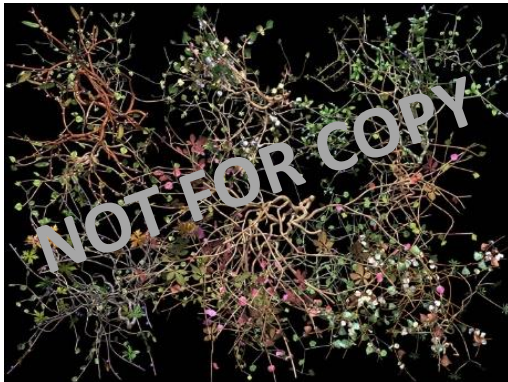
Mixed-Media artworks

Shapeshifting, Liu Wei



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Diaspore 3, Jennifer Steinkamp



Not yet Titled, Borna Sammak



Botanic 6, Jennifer Steinkamp



Bouquet 4, Jennifer Steinkamp



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