



Open Spaces and City Gardens Committee

Date: TUESDAY, 13 JULY 2021
Time: 10.30 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Oliver Sells QC (Chairman)
Caroline Haines (Deputy Chairman)
Graeme Doshi-Smith
Alderman Ian Luder
Wendy Mead
Deputy Barbara Newman
Deputy John Tomlinson
Anne Fairweather (Ex-Officio Member)
Benjamin Murphy (Ex-Officio Member)

Enquiries: Richard Holt
Richard.Holt@CityofLondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/We9B1VNoVqE>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Director of Open Spaces after the meeting in accordance with the Court of Common Council's COVID Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the COVID Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 of the previous meeting of the Open Spaces and City Gardens Committee held on the 27th of April 2021.

For Decision
(Pages 5 - 10)

4. **OPEN SPACES IN THE MEDIA**

Report of the Town Clerk.

For Information
(Pages 11 - 12)

5. **ESTABLISHMENT OF LONDON LOCATION LIBRARY TO PROMOTE FILMING**

Report of the Town Clerk.

For Information
(Pages 13 - 16)

6. **REVENUE OUTTURN 2020/21 - OPEN SPACES & CITY GARDENS**

Joint report of the Director of Open Spaces and Chamberlain.

For Information
(Pages 17 - 48)

Open Spaces

7. **BIODIVERSITY ACTION PLAN CONSULTATION RESPONSE AND ADOPTION REPORT**

Report of the Director of Open Spaces.

For Decision
(Pages 49 - 140)

8. **OPEN SPACES AND CITY GARDENS RISK MANAGEMENT REPORT**

Report of the Director of Open Spaces

For Decision
(Pages 141 - 200)

9. **OPEN SPACES DEPARTMENTAL BUSINESS PLAN 2020/21 - YEAR END PERFORMANCE REPORT**

Report of the Director of Open Spaces.

For Information
(Pages 201 - 212)

10. **TWO YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S LEARNING PROGRAMME, 2019-21**

Report of the Director of Open Spaces.

For Information
(Pages 213 - 250)

City Gardens

11. **CITY GARDENS MANAGER'S UPDATE**

Report of the Director of Open Spaces.

For Information
(Pages 251 - 258)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting of the Open Spaces and City Gardens Committee held on the 27th of April 2021.

For Decision
(Pages 259 - 260)

16. **FINSBURY SETTLEMENT DAMAGE CLAIM**

Report of the Director of Open Spaces.

For Decision
(Pages 261 - 270)

17. **FINSBURY CIRCUS GARDEN REINSTATEMENT**

Report of the City Surveyor.

For Information
(Pages 271 - 300)

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

Report of the Town Clerk.

For Information
(Pages 301 - 304)

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

20. **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 Tuesday, 27 April 2021

Minutes of the meeting of the Open Spaces and City Gardens held at Virtual Public Meeting (Accessible Remotely) on Tuesday, 27 April 2021 at 11.30 am

Present

Members:

Oliver Sells QC (Chairman)
Caroline Haines (Deputy Chairman)
Graeme Doshi-Smith
Alderman Ian Luder
Wendy Mead
Deputy Barbara Newman
Deputy John Tomlinson

Officers:

Richard Holt	- Town Clerk's Department
	- Town Clerk's Department
Tim Fletcher	- Town Clerk's Department
Mark Jarvis	- Head of Finance Citizen Services, Chamberlains
Melanie Charalambous	- Department of the Built Environment
Janet Laban	- Department of the Built Environment
Clarisse Tavin	- Department of the Built Environment
Colin Buttery	- Director of Open Spaces & Heritage
Martin Rodman	- Superintendent West Ham Park and City Gardens
Gerry Kiefer	- Open Spaces Business Manager
Jake Tibbetts	- City Gardens Manager

1. **APOLOGIES**

Apologies were received from Karina Dostalova.

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

There were no declarations of interest received.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council dated 15 April 2021 for the Open Spaces and City Gardens Committee.

RESOLVED- That the Order of the Court of Common Council Open Spaces and City Gardens Committee be noted.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. The Town Clerk informed the Committee that Oliver Sells as the only Member expressing their willingness to serve was, therefore, duly elected as Chairman for the ensuing year and took the Chair.

RESOLVED – That Oliver Sells be elected Chairman of the Open Spaces and City Gardens Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. The Town Clerk informed the Committee that Caroline Haines as the only Member expressing their willingness to serve was therefore duly elected Deputy Chairman for the ensuing year.

RESOLVED – That Caroline Haines be elected Deputy Chairman of the Open Spaces and City Gardens Committee for the ensuing year.

6. **MINUTES**

The Committee considered the public minutes and non-public summary of the previous meeting of the Open Spaces and City Gardens Committee held on the 12th of February 2021.

RESOLVED- That the considered the public minutes of the previous meeting of the Open Spaces and City Gardens Committee held on the 12th of February 2021 be approved as an accurate record.

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

The Committee considered the appointment of one Member of the Committee as the Open Spaces and City Gardens Committee representative on the Streets and Walkways Sub Committee. The Town Clerk informed that Barbara Newman and Alderman Ian Luder had expressed an interest in standing for this position. It was agreed that Barbara Newman be appointed to the Streets and Walkways Sub-Committee as the Open Spaces and City Gardens Committee representative, but it was suggested that a second representative would be a helpful addition. The Town Clerk informed that this would need to be agreed by the Streets and Walkways Sub-Committee and, following this, the Planning and Transportation Committee as the responsible grand committee.

RESOLVED- That Barbara Newman be appointed as the Open Spaces and City Gardens Committee representative on the Streets and Walkways Sub Committee.

8. **OPEN SPACES COVERAGE 2021**

The Committee received a report of the Town Clerk on the Open Spaces media coverage summary.

RESOLVED- That the report be noted.

9. **BIODIVERSITY ACTION PLAN UPDATE**

The Committee considered a report of the Director of Open Spaces on the Biodiversity Action Plan Update. The Director of Open Spaces introduced the report and highlighted the progress made on the project.

A Member commented on the requirement to advertise the opportunity to comment as widely as possible.

RESOLVED- That the draft plan be made available for public consultation.

10. **BUNHILL FIELDS HERITAGE LOTTERY FUND PROJECT**

The Committee considered a report of the Director of Open Spaces on the Bunhill Fields Heritage Lottery Fund project. The Director of Open Spaces introduced the report and noted the reasons why the project had lost funding.

Following a query from a Member of the Committee the Director of Open Spaces confirmed that all required safety works at Bunhill Fields were managed by the City of London Corporation's City Surveyor's Department and were being completed as required. In addition to this it was confirmed a contract to repair headstones and paving at the site had been agreed.

A Member commented that it was unfortunate that the project was not currently funded as the site was of significant historic importance and hoped that alternative funding opportunities for funding will be explored.

RESOLVED- That: -

- I. The content of this outcome report be approved; and
- II. The project be closed.

11. **G4: CITY CLUSTER AREA - WELLBEING AND CLIMATE CHANGE RESILIENCE PROGRAMME IMPLEMENTATION (2021-2024)**

The Committee considered a report of the Director of the Built Environment on the City Cluster Area Wellbeing and Climate Change resilience programme implementation 2021-2024. The Chairman commended the project and commented that this was the kind of project that needed to be undertaken in this area.

In response to a query from a Member of the Committee the Director of the Built Environment explained that the lack of bike access lanes on the stairs at St Andrews churchyard was because the use of bikes in this area was not actively encouraged. The Member responded that it was important to understand that bike usage was increasing across the City of London and, therefore, bike usage at this site should be considered.

RESOLVED- That: -

- I. the estimated implementation budget is a minimum of £1.447m based on current estimates for the projects outlined in the report be noted; and
- II. that the estimated implementation budget will be further increased by external sponsorship with the exact amount to be confirmed at Gateway 5 be noted; and

- III. That the 7 projects listed in the Options Appraisal table be approved to be taken forward to Gateway 5, at which point individual project reports will be submitted for approval, in line with the project procedure; and
- IV. That £90,000 from the Pinnacle and Mitre Square Section 106 agreements be approved for the programme budget to continue the development of the 7 projects to Gateway; and
- V. That it be noted that further projects listed in Appendix 1, may be developed in future years, subject to funding being confirmed; and
- VI. That it be approved within the overall programme budget, funds can be moved between the 7 individual projects and between staff costs, fees and works to maintain pace of delivery and maximum efficiency of the process.

12. **CITY CLUSTER AREA - PROGRAMME UPDATE**

The Committee received a report of the Director of Open Spaces regarding the City Cluster Area programme update.

RESOLVED- That the report be noted.

13. **G3/4: CITY CLUSTER AREA - ACTIVATION AND ENGAGEMENT PROGRAMME**

The Committee received a report of the Director of Open Spaces on the City Cluster Area Activation and Engagement programme.

RESOLVED- That the report be noted.

14. **KING GEORGE'S FIELD TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020**

The Committee received a joint report of the Chamberlain and the Director of Open Spaces on the King George's Field Trustees Annual Report and Financial Statements for the Year Ended 31 March 2020.

RESOLVED- That the report be noted.

15. **CLIMATE ACTION STRATEGY - OPEN SPACES "CARBON REMOVALS"**

The Committee received a report of the Director of Open Spaces on the Climate Action Strategy Open Spaces "Carbon Removals".

RESOLVED- That the report be noted.

16. **CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME**

The Committee received a report of the Director of Open Spaces on the Climate Action Strategy Cool Streets and Greening Programme. The Chairman commented on the report by noting the importance of the greening the City of London's streets to improve the experience of those using them.

RESOLVED- That the report be noted.

17. **AWARD OF FUNDING 2020-21: ENJOYING GREEN SPACES AND THE NATURAL ENVIRONMENT**

The Committee considered a report of the Director of Open Spaces on the Award of Funding 2020-21, Enjoying Green Spaces and the Natural Environment.

RESOLVED- That the report be noted.

18. **CITY GARDENS MANAGER'S UPDATE**

The Committee received a report of the Director of Open Spaces on the City Gardens Manager update. The report provided an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since February 2021.

The Committee discussed the Finsbury Circus reopening and the variety of events which were scheduled to be held. Members noted that it was important to utilise the space for suitable events but agreed that no event should limit the use of the space for any other users. The Director of Open Spaces informed the Committee that an upcoming report on events to be held in the City Gardens would consider this, noting the legal factors involved, to ensure that a suitable balance is targeted.

Responding to Member's query the Director of Open Spaces confirmed that the Member had been written to following the same query at the previous meeting, and that a report on the future plans for the road between Finsbury Circus and Moorgate Station was being prepared by the City Public Realm team and was due to be presented to the Streets & Walkways Sub-Committee for consideration. It was noted by a Member that they were determined that this matter be resolved promptly and would present a motion to the Court of Common Council in May if sufficient progress had not been made. The Chairman agreed noting that this was an example of an overly bureaucratic approach limiting progress unnecessarily.

The Chairman added that he wished to see more outside gymnasium equipment installed at appropriate open spaces.

RESOLVED- That the report be noted.

19. **GREENING CHEAPSIDE: SUNKEN GARDEN (PHASE 1B & PHASE 2)**

The Committee considered a report of the Director of the Built Environment on the Greening Cheapside Sunken Garden (Phase 1B & Phase 2).

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

22. **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.

23. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the Open Spaces and City Gardens Committee meeting held on the 12th of February 2021.

RESOLVED- That the non-public minutes of the Open Spaces and City Gardens Committee meeting held on the 12th of February 2021 be approved as an accurate record.

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

The Committee received a report of the Town Clerk on the action taken under delegated authority.

RESOLVED- That the report be noted.

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

The Committee received one question in the non-public session.

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

There was no urgent business considered in the non-public session.

The meeting ended at 12.40 pm

Chairman

Contact Officer: Richard Holt
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Open Spaces in the Media

Summary of coverage April 2021 – June 2021

Visitors to Epping Forest urged to help Covid rates down

The [Epping Forest Guardian](#) published a column from Chairman of the Epping Forest and Commons Committee, Graeme Doshi-Smith, which urges visitors to help keep COVID rates down.

Sporting facilities open once again at West Ham Park

The Chairman of the West Ham Park Committee Oliver Sells QC wrote in the [Newham Recorder](#) about apprentices and how sports facilities are reopening at West Ham Park.

Cinema set to be installed on Hampstead Heath

[Camden New Journal](#) ran an article about a temporary outdoor cinema set to be installed on Hampstead Heath in a bid to make up for lost revenue from a series of cancelled events. Hampstead Heath Management Committee Chair Anne Fairweather was quoted. Further coverage in [Islington Gazette](#) and [Ham & High](#) [both viewable internally only]

Legal challenge over Hampstead Heath Bathing Pond charges

[Ham & High](#) published a piece about a swimming group announcing a legal challenge to the City of London Corporation's decision last year to impose mandatory fees to swim in Hampstead Heath's bathing ponds. A City of London Corporation spokesperson was quoted. The story was mentioned in [BBC London](#) TV and [BBC London Radio](#) news bulletins [both viewable internally only]. Further coverage in [Evening Standard](#), [Ham&High](#) [both viewable internally] and [Camden New Journal](#).

Epping Forest: why car parking charges are needed

Epping Forest and Commons Committee Chairman, Graeme Doshi-Smith, wrote in the [Epping Forest Guardian](#) to explain why parking charges are needed at the forest and on COVID-19.

Fly tipping at Wanstead Flats

Chairman of the Epping Forest and Commons Committee, Graeme Doshi-Smith, was quoted in the [Newham Recorder](#) in a piece on fly tipping at Wanstead Flats.

Highlighting the use of green spaces during the pandemic

[The Sunday Times](#) (£) featured the City of London Corporation's open spaces offer in a piece about how green spaces have been used during the pandemic.

Views sought on green blueprint for City's 'hidden natural world'

[City AM](#) and [City Matters](#) reported on the City Corporation's Biodiversity Action Plan consultation. Open Spaces and City Gardens Committee Chairman Oliver Sells QC and Planning and Transportation Committee Chair Alastair Moss were quoted. Also in [London Post](#) and [Horticulture Week](#) (£).

City announces future plans for Cemetery café

Chairman of the Port Heath and Environmental Services Committee Keith Bottomley was quoted in [City A.M.](#) and [City Matters](#) in news the City of London Cemetery and Crematorium is looking for a new proprietor to refurbish and operate its on-site café for visitors and mourners. Further coverage in [The Caterer](#) and the *Newham Recorder* ([1](#), [2](#)) where a City Corporation spokesperson was quoted (viewable internally only).

Restoration of Burnham Beeches underway after lockdown damage

Director of Open Spaces Colin Buttery was interviewed on [BBC Radio Berkshire](#) [Skip to 1.16.56] about work to repair damage to Burnham Beeches and Stoke Common. Further coverage in [Horticulture Week](#) (£) and [Bucks Free Press](#) reported [Slough Express](#) and [Maidenhead Advertiser](#). Chair of the City Commons Committee Graeme Doshi-Smith was quoted.

The 150th Anniversary of the Hampstead Heath Act

In a column in [Ham & High](#), Hampstead Heath Management Committee Chair Anne Fairweather talks about the forthcoming 150th anniversary of the Hampstead Heath Act 1871 which preserved the site as a public open space.

[Camden New Journal](#) (pages 13-20) carried an eight-page feature celebrating the 150th anniversary of the Hampstead Heath Act. The feature includes an article and Q&A with Hampstead Heath, Highgate Wood and Queen's Park Committee Chair, Anne Fairweather.

[Ham & High](#) and [Horticulture Week](#) (£) report on City of London Corporation and Heath and Hampstead Society events to mark the 150th anniversary of the Hampstead Heath Act.

[Ham & High](#) runs an opinion piece on Hampstead Heath, saying there is now more woodland than heathland. The City of London Corporation is mentioned.

[Ham & High](#) publishes a story on the urban biodiversity of Hampstead Heath.

Agenda Item 5

Committee(s): Policy and Resources – For Decision Open Spaces & City Gardens – For Information	Date(s): 8 th July 2021 13 th July 2021
Subject: Establishment of London Location Library to Promote Filming	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	7, 9, 10 and 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	No
Report of: Bob Roberts - Director of Communications	For Decision
Report author: Joanna Burnaby-Atkins, Film Liaison Manager: Town Clerks Department	

Summary

The role of the City of London Corporation Film Team includes promoting the City Corporation’s assets, together with City sites more generally, as feature film locations. This is with the intention of generating income and promoting the Square Mile as a vibrant and thriving destination.

Following a decision by the Policy & Resources Committee in July 2019, work has been underway to appoint a film location agency which would be responsible for the marketing of 27 of the City of London Corporation’s buildings and open spaces. This approach was envisaged to generate greater income and visibility for the sites in question.

However, an alternative proposal has recently emerged, concerning the establishment of a pan-London Location Library, which offers a significantly cheaper and potentially more effective way of promoting all our assets. The Library would see the City’s filming location sites pooled with those of several central London boroughs by a filming service provider, utilising a visual search engine to display the said assets to film makers without the need for a specialist agency.

Recommendation(s)

Members are asked to approve the City Corporation joining the pan-London Location Library for the purposes of marketing its assets for filming purposes.

Main Report

Background

1. The UK film industry is booming and has been growing steadily over the last two decades. Inward investment films generated approximately £1.25bn in 2017, the highest figure since records began. The City of London Film Team was created in 1998 with the aim of providing a one-stop-shop to assist film makers to film in the City of London and on City of London Corporation land and properties.
2. It has been a long-term aspiration of the Film Team to increase the use of our assets as locations for feature films in order to increase income into our departments, to promote our sites as tourist destinations and to raise the profile of the services provided by the City Corporation.
3. In July 2019, your Committee considered and approved a report proposing the registration of some 27 sites with a film location agency, to assist with the marketing of these locations for filming purposes with a view to increased income generation. This proposal had an estimated average cost of between £145 - £194k p.a. The cost would have hoped to have been covered by an increase in the current level of income.

Current Position and Proposal

4. However, a separate proposal has recently emerged which proposes the establishment of a new-pan London Location Library. The proposal has been put to several London boroughs, as well as the City Corporation, by a filming service provider and would utilise a visual search engine to display sites and assets of London boroughs to film makers without the need for a specialist agency.
5. This London Location Library is due to launch later this year and, at an estimated cost of £2,500 p.a., its price is a fraction of the cost of engaging a film location agency.
6. Film demand and therefore demand for locations will continue to be high in the coming years, with Film London forecasting income from film and high-end television production in the UK will rise from £3.04 billion in 2019 to £6bn by 2024/5.
7. Therefore, it is believed that it is possible to utilise the Library proposal to generate significant extra revenue for the City's film location sites without the use of a specialist location agency and associated expenditure.
8. Extra revenue from location fees resulting from increased demand will go direct to the locations featured in the library raising welcome additional revenue to departments facing impending budget constraints. Those sites will be able to employ extra staff if they wish to meet demand.
9. Costs of the Film Team are drawn back from departments and institutions we help with filming. This will continue under the proposed new arrangements.

10. The London Location Library is a pan-London initiative which will enable the City Corporation to not only promote its own sites but to also collaborate with other central London boroughs to promote London as a whole to a global audience aiding its recovery from the impacts of COVID and promoting tourism.
11. Over the past difficult year the Film Team has also been approached by several private City buildings asking for our support to market their sites as filming locations. The London Location Library would allow these private sites to market their locations on our platform, enabling us to support our City businesses and residents and potentially allowing us to share the cost of the London Location Library with these sites.
12. It is, therefore, proposed we join the London Location Library to market our sites instead of procuring a filming agency.

Strategic implications

13. By marketing our sites on the pan-London Location Library, this supports the Corporate Plan showing we are digitally and physically well connected, we inspire enterprise, excellence, creativity and collaboration. By engaging directly with the filming industry to market our sites and manage our filming we ensure our spaces are kept secure and resilient. The proposed strategy would be informed by and fully support the Filming Protocol Strategic Guidelines.

Financial implications

14. The cost to sign up to the London Location Library is estimated at a fixed cost of £2,500 per annum for the first five years. This would initially be funded from local risk and then be recovered pro rata from departments who make money from filming each year.

Resource implications

15. None

Legal implications

16. None

Risk implications

17. There is the possibility that, in some departments, the initial increase in demand for sites as filming locations might not be able to be met due to lack of sufficient staffing resource to accommodate the requests. This could in turn prevent income increasing at these sites. However as income will be retained by departments it is envisaged that they will have the flexibility to assess demand over time and allocate resources to support this income generating activity as and when they determine appropriate.

Equalities implications

18. None

Climate implications

19. None

Security implications

20. None

Conclusion

21. Members are asked to approve the recommendation that we market our sites through the London Location Library instead of procuring a filming location agency.

Appendices

22. None

Background Papers

- Report to P&R on 4th July 2019: New policy for commercial filming at City of London Corporation's buildings and open spaces

Joanna Burnaby-Atkins

Film Liaison Manager, Communications Team, Town Clerks Department

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Agenda Item 6

Committee(s)	Dated:
Open Spaces & City Gardens Committee	13 July 2021
Subject: Revenue Outturn 2020/21 – Open Spaces & City Gardens	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Chamberlain & the Director of Open Spaces	For Information
Report author: Beatrix Jako – Chamberlains Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2020/21 with the final agreed budget for the year.

The Open Spaces and City Gardens Committee is the strategic overarching committee for all of the Open Spaces and whilst this report details the 2020/21 revenue outturn position for the Directorate, Learning Programme, City Gardens and Bunhill Fields, revenue outturn reports for all of the other Open Spaces (excluding Keat’s House, Monument, Cemetery & Crematorium, and Tower Bridge which are reported to their respective committees) are also provided in the appendices.

The Director of Open Spaces local risk budget was underspent by £5,000 with an overspend on all risks of £107,000. This is summarised in the table below.

	Final Agreed Budget £000	Revenue Outturn £000	Increase/ (Decrease) £000
Local Risk			
Director of Open Spaces			
<i>Expenditure</i>	(2,915)	(2,866)	49
<i>Income</i>	628	584	(44)
Director of the Built Environment(City Gardens)	(137)	(124)	13

City Surveyor	(49)	(37)	12
Total Local Risk	(2,473)	(2,443)	30
Cyclical Works Programme	(96)	(132)	(36)
Central Risk	(51)	(45)	6
Recharges	612	505	(107)
Total	(2,008)	(2,115)	(107)

There were significant variations within the Director of Open Spaces and Recharges, further detail on these variations can be found in paragraphs 4a), 4b) and 4c) respectively.

The Director of Open Spaces had a favourable budget position of £5,000 (Local Risk), this Outturn position has been aggregated with budget variations on services overseen by other committees, which produces across all Open Spaces a City's Cash overall favourable budget position of £83,000 (Local Risk), and a favourable overall budget Local Risk position of £1.249m for City Fund (the majority of which is an increase in income generated at the Cemetery & Crematorium).

Recommendation(s)

It is recommended that this revenue outturn report for 2020/21 is noted.

Main Report

Budget Position for 2020/21

1. The 2020/21 latest agreed budget for the services overseen by your Committee received in February 2021 was £1.994m. This budget was endorsed by the Court of Common Council in March 2021 and subsequently updated for approved adjustments. There was an overall increase of £14,000 in approved adjustments which consist of a £25,000 increase in Local Risk expenditure (of which £13,000 are increases to the centrally funded apprentices budget and £12,000 are for additional payments made to staff regarding additional work in relation to COVID-19), a £1,000 increase to the Supplementary Revenue Project budget, and a £12,000 reduction in Recharges. Movement of the original Local Risk budget to the final agreed budget is provided in Appendix A.

Revenue Outturn 2020/21

2. Actual net expenditure for your Committee's services during 2020/21 totalled £2.115m, an unfavourable budget variance of £107,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income and reductions in expenditure

are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income.

City Gardens, Bunhill Fields & The Open Spaces
Directorate
Comparison of 2020/21 Revenue Outturn with Final Agreed
Budget

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	(Increase) Decrease £000	Reason*
LOCAL RISK						
Director of Open Spaces						
City Gardens	Expenditure	(1,691)	(1,727)	(1,788)	(61)	4a)
	Income	580	580	577	(3)	
Bunhill Fields	Expenditure	(116)	(119)	(120)	(1)	
	Income	-	-	-	-	
Directorate	Expenditure	(1,024)	(709)	(622)	87	4b)
	Income	-	-	-	-	
Learning Programme	Expenditure	(443)	(360)	(336)	24	
	Income	48	48	7	(41)	
Total Director of Open Spaces Local Risk	Expenditure	(3,274)	(2,915)	(2,866)	49	
Total Director of Open Spaces Local Risk	Income	628	628	584	(44)	
Director of the Built Environment (City Gardens)		(137)	(137)	(124)	13	
City Surveyors Local Risk		(44)	(49)	(37)	12	
TOTAL LOCAL RISK		(2,827)	(2,473)	(2,443)	30	
Cyclical works Programme		(334)	(96)	(132)	(36)	
CENTRAL RISK						
City Gardens		-	(4)	(1)	3	
Bunhill Fields		-	(1)	(1)	-	
Directorate		-	(46)	(43)	3	
Learning Programme		-	-	-	-	
TOTAL CENTRAL RISK		-	(51)	(45)	6	
RECHARGES						
Insurance		(17)	(17)	(18)	(1)	
Admin Buildings		(94)	(94)	(88)	6	
Support Services		(281)	(281)	(439)	(158)	
Surveyor's Employee Recharge		(64)	(64)	(63)	1	
I.S. Recharge		(97)	(97)	(130)	(33)	
Film Liaison Staff Costs		-	(11)	(11)	-	
Capital Charges		-	(26)	(27)	(1)	
Recharges Within Fund (Directorate, Democratic Core, & Learning)		1,120	889	988	99	

Recharges Across Fund (Directorate Recharges)

TOTAL RECHARGES

416	313	293	(20)
983	612	505	(107)

4c)

OVERALL TOTAL

(2,178)	(2,008)	(2,115)	(107)
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Reasons for Significant Variations

4. a) The £61,000 adverse variance within expenditure for City Gardens is partly due to a £15,000 additional transport related spend due to the short length of ULEZ complaint vehicles leases and a higher than anticipated spend for servicing. There was also a £46,000 overspend on equipment, furniture and materials due to the cost of replacement of essential machinery, plants for projects, higher than anticipated irrigation costs due to aging equipment and increased spend relating to Personal Protective Equipment (PPE) for staff due to COVID-19.
- b) The £87,000 better than budget position for the Directorate within Local Risk is partly due to an underspend in the Directorate with regard to Oak Processionary Moth (OPM) costs. The Directorate holds the department's budget for OPM. The department is working with the Forestry Commission on a targeted approach to OPM nest removal and spraying and as such there was less OPM related activity. In addition the Directors resources were targeted to help balance other budget pressures across the Department and this included postponing planned project expenditure.
- c) The £107,000 variation in Recharges is mainly due to an increase in expenditure associated with the level of support services provided during the year (£158,000), and an overall increase in incoming recharges (£99,000) to the Directorate and the Learning Programme where costs associated with these areas are recharged out to other Open Spaces.
- d) The Department's additional costs associated with Covid-19 relating to this Committee totalled £8,142 in 2020/21.

Local Risk Carry Forward to 2021/22

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2021/22 budgets.
7. The Director's favourable budget position of £5,000 (Local Risk) has been aggregated with budget variations on services overseen by other committees which for City's Cash produce an overall favourable budget position of £83,000 (Local Risk) and for City Fund an overall favourable budget position of £1.749m

(Local Risk) across all Open Spaces. There were no carry forward requests submitted by the Director of Open Spaces within City Cash and City Fund which relate to this committee.

Strategic Implications

8. None

Financial Implications

9. All financial implications contained within the report.

Resource Implications

10. None.

Legal Implications

11. None.

Risk Implications

12. None.

Equalities Implications

13. None.

Climate Implications

14. None.

Security Implications

15. None

Public sector equality duty

16. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

17. This report presents the revenue outturn position for 2020/21 for Members to consider

Appendices

- Appendix A - Movement between the Original 2020/21 Budget and the Final 2020/21 Agreed Budget
- Appendix B - Outturn Report 2020/21 (Hampstead Heath, Highgate Wood & Queen's Park Committee)
- Appendix C - Outturn Report 2020/21 (Epping Forest & Commons Committee)
- Appendix D - Outturn Report 2020/21 (West Ham Park Committee)

Beatrix Jako

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Appendix A

Movement between the 2020/21 Original Budget and the 2020/21 Final Agreed Budget

Open Spaces and City Gardens	£000
Original Net Local Risk Budget (Director of Open Spaces, City Surveyor, director of the Built Environment)	(2,827)
Director of Open Spaces	
Apprentices – centrally funded	(4)
Contribution pay	(6)
Resetting of departmental Budgets 2020/21 due to COVID-19 pandemic	128
Allocation from the Corporate COVID-19 fund to the Directorate	(65)
Allocation from the Directorate to fund COVID-19 related costs	65
Allocation from the Directorate to fund unsuccessful 2019/20 carry forward bids	190
Allocation from the Directorate to cover Oak Processionary Moth (OPM) costs	63
Additional payment to staff regarding work in relation to COVID-19	(12)
City Surveyor	
Planned & Reactive Works including Cleaning	(5)
Final Agreed Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(2,473)

Committee(s)	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	26 May 2021
Subject: Revenue Outturn 2020/21 – Hampstead Heath, Highgate Wood and Queen's Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain & the Director of Open Spaces	For Information
Report author: Beatrix Jako – Chamberlains Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2020/21 with the final agreed budget for the year. In total, there was a better than budget position of £130,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget £000	Outturn £000	(Increase)/ Decrease £000
Local Risk			
Director of Open Spaces			
<i>Expenditure</i>	(7,409)	(7,432)	(23)
<i>Income</i>	1,831	1,851	20
City Surveyor	(443)	(488)	(45)
Total Local Risk	(6,021)	(6,069)	(48)
Cyclical Works Programme	(1,071)	(882)	189
Central Risk	987	992	5
Recharges	(1,497)	(1,513)	(16)
Total	(7,602)	(7,472)	130

Significant variations are within Local Risk (Hampstead Heath Expenditure and Income) and the Cyclical Works Programme, more detail can be found in paragraphs 4a) 4b) and 4c) respectively.

The Director of Open Spaces had an unfavourable variance of £3,000 (Local Risk), this unfavourable variance has been aggregated with budget variations on services overseen by other committees which produces a City's Cash overall favourable position of £83,000 (Local Risk) across all Open Spaces.

Recommendation(s)

It is recommended that this revenue outturn report for 2020/21 is noted.

Main Report

Budget Position for 2020/21

1. The 2020/21 latest agreed budget for Hampstead Heath, Highgate Wood & Queen's Park services overseen by your Committee received in January 2021 was £7.401m. This budget was endorsed by the Court of Common Council in March 2021 and subsequently updated for approved adjustments. There was an overall increase of £201,000 in adjustments which consist of a £54,000 increase in Local Risk expenditure (of which £16,000 are increases to the centrally funded apprentices budget and £38,000 for additional payments made to staff regarding additional work in relation to COVID-19), a £148,000 increase in Central Risk expenditure (mainly due to the £112,000 adjustment for costs relating to the flexible retirement pension strain costs), and a £1,000 reduction in Recharges. Movement of the original Local Risk budget to the final agreed budget is provided in Appendix A.

Revenue Outturn 2020/21

2. Actual net expenditure for your Committee's services during 2020/21 totalled £7.472m, a favourable budget variance of £130,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. Reason(s) for any larger variances (greater than £50,000) are indexed in the table.

Hampstead Heath, Highgate Wood, and Queen's Park
Comparison of 2020/21 Revenue Outturn with Final Agreed
Budget

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	(Increase) Decrease £000	Reason Paragraph
LOCAL RISK						
Director of Open Spaces						
Hampstead Heath						
	Expenditure	(6,002)	(6,330)	(6,390)	(60)	4a)
	Income	1,620	1,620	1,713	93	4b)
		(4,382)	(4,710)	(4,677)	33	
Queens Park						
	Expenditure	(621)	(625)	(597)	28	
	Income	121	134	99	(35)	
		(500)	(491)	(498)	(7)	
Highgate Wood						
	Expenditure	(450)	(454)	(445)	9	
	Income	77	77	39	(38)	
		(373)	(377)	(406)	(29)	
Total Director of Open Spaces Local Risk		(7,073)	(7,409)	(7,432)	(23)	
Total Director of Open Spaces Local Risk		1,818	1,831	1,851	20	
City Surveyor						
City Surveyors Local Risk						
		(443)	(443)	(488)	(45)	
Total City Surveyor Local Risk		(443)	(443)	(488)	(45)	
TOTAL LOCAL RISK		(5,698)	(6,021)	(6,069)	(48)	
Cyclical Works Programme		(1,472)	(1,071)	(882)	189	4c)
CENTRAL RISK						
Hampstead Heath						
		1,154	1,033	1,036	3	
Queen's Park						
		(16)	(51)	(51)	-	
Highgate Wood						
		5	5	7	2	
TOTAL CENTRAL RISK		1,143	987	992	5	
RECHARGES						
Insurance						
		(107)	(107)	(101)	6	
Support Services						
		(546)	(546)	(506)	40	
Surveyor's Employee Recharge						
		(307)	(307)	(257)	50	
I.S. Recharge						
		(284)	(284)	(356)	(72)	
Recharges Within Fund (Directorate Democratic Core, and Learning)						
		(433)	(236)	(286)	(50)	
Recharges Across Fund (Structural Maintenance - Inspections)						
		(17)	(17)	(7)	10	
TOTAL RECHARGES		(1,694)	(1,497)	(1,513)	(16)	
OVERALL TOTAL		(7,721)	(7,602)	(7,472)	130	

Reasons for Significant Variations

4. a) The £60,000 unfavourable variance within expenditure is mainly due to additional spend in relation to waste, transport related expenses and managing Hampstead Heath during the pandemic, off-set by a reduction within employee related expenditure due to staff vacancies.

b) The £93,000 favourable variance in respect of income mainly relates to achievement of additional income in a range of areas including car parking, sports facilities and swimming.

c) Due to the economic impact of COVID-19 and subsequent reduced income revenue generation, the City Surveyor was tasked by the Chamberlain to review current programmes of work. This was to level the expenditure, smoothing some of the spend into a 'fourth' year to reduce the impact of committed expenditure within the next two years. The Chamberlain has confirmed acceptance of the proposals put forward by the City Surveyor. This provides the Chamberlain with an overall 4-year forecast expenditure across all funds and funding years.

Local Risk Carry Forward to 2021/22

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2021/22 budgets.
7. The Director's unfavourable variance of £3,000 (Local Risk) has been aggregated with budget variations on services overseen by other Committees which for City's Cash produce an overall favourable variance of £83,000 (Local Risk) across all Open Spaces. There were no carry forward requests submitted by the Director of Open Spaces within City Cash which relate to this committee.

Appendices

- Appendix A – Movement between the Original 2020/21 Budget and the final 2020/21 agreed Budget

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Appendix A

Movement from the 2020/21 Original Budget to the 2020/21 Final Agreed Budget

Hampstead Heath, Highgate Wood and Queens Park	£000
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(5,698)
Director of Open Spaces	
Apprentices – centrally funded	(16)
Contribution Pay	(28)
Allocation from the Directorate to fund unsuccessful 2019/20 carry forward bids	(83)
Allocation from the Corporate COVID-19 fund	(30)
Allocation from the Directorate to cover Oak Processionary Moth (OPM) costs	(19)
Resetting of departmental Budgets 2020/21 due to COVID-19 pandemic	(109)
Additional payment to staff regarding work in relation to COVID-19	(38)
City Surveyor:	
Planned & Reactive Works including Cleaning	-
Final Agreed Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(6,021)

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Committee(s)	Dated:
Epping Forest & Commons	12 July 2021
Subject: Revenue Outturn 2020/21 – Epping Forest and Commons	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Chamberlain & the Director of Open Spaces	For Information
Report author: Beatrix Jako – Chamberlains Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2020/21 with the final agreed budget for the year.

In total, there was a favourable budget position of £604,000 for the services overseen by your committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget	Outturn	(Increase)/ Decrease
	£000	£000	£000
Local Risk			
Director of Open Spaces			
<i>Expenditure</i>	(7,362)	(6,622)	740
<i>Income</i>	2,836	1,950	(886)
City Surveyor	(531)	(519)	12
Total Local Risk	(5,057)	(5,191)	(134)
Cyclical Works Programme	(1,127)	(482)	645
Central Risk	(862)	(775)	87
Recharges	(1,485)	(1,479)	6
Total	(8,531)	(7,927)	604

There were significant variations within the Director of Open Spaces, the Cyclical Works Programme, and Central Risk, further detail on these variations can be found in paragraphs 4a), 4b), 4c), 4d) and 4e) respectively.

The Director of Open Spaces had an unfavourable variance of £146,000 (Local Risk), this unfavourable variance has been aggregated with budget variations on services overseen by other committees which produces a City's Cash overall favourable position of £83,000 (Local Risk) across all Open Spaces.

Recommendation(s)

It is recommended that this revenue outturn report for 2020/21 is noted.

Main Report

Budget Position for 2020/21

1. The 2020/21 latest agreed budget for Epping Forest & Commons services overseen by your Committee received in January 2021 was £8.444m. This budget was endorsed by the Court of Common Council in March 2021 and subsequently updated for approved adjustments. There was a total increase of £87,000 in approved adjustments, consisting of an overall increase of £7,000 in Local Risk expenditure (of which £22,000 are for additional payments made to staff regarding additional work in relation to COVID-19, partly offset by a reduction of £15,000 to the centrally funded apprentices budget), an increase of £88,000 in Central Risk (due to an increase of £50,000 to the Supplementary Revenue Project budget and a £38,000 adjustment for costs relating to the flexible retirement pension strain costs). These budget adjustments were partly offset by a £8,000 reduction in Recharges. Movement of the original Local Risk budget to the final agreed budget is shown in Appendices A and B.

Revenue Outturn 2020/21

2. Actual net expenditure for your Committee's services during 2020/21 totalled £7.927m, an underspend of £604,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. Reason(s) for any larger variances (greater than £50,000) are indexed in the table.

Epping Forest
Comparison of 2020/21 Revenue Outturn with Final Agreed Budget

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	(Increase) Decrease £000	Reason Paragraph
LOCAL RISK						
Director of Open Spaces						
Epping Forest	Expenditure	(4,181)	(4,042)	(3,801)	241	
	Income	1,463	1,115	1,010	(105)	
		(2,718)	(2,927)	(2,791)	136	4a)
Epping Forest – Countryside Stewardship Scheme						
	Expenditure	-	(535)	(107)	428	
	Income	-	646	47	(599)	
		-	111	(60)	(171)	4b)
Chingford Golf Course						
	Expenditure	(290)	(306)	(253)	53	
	Income	338	374	362	(12)	
		48	68	109	41	
Wanstead Flats						
	Expenditure	(227)	(229)	(220)	9	
	Income	95	95	1	(94)	
		(132)	(134)	(219)	(85)	4c)
Woodredon & Warlies						
	Expenditure	(68)	(69)	(70)	(1)	
	Income	90	90	74	(16)	
		22	21	4	(17)	
Total Director of Open Spaces Local Risk						
	Expenditure	(4,766)	(5,181)	(4,451)	730	
Total Director of Open Spaces Local Risk						
	Income	1,986	2,320	1,494	(826)	
City Surveyor						
City Surveyors Local Risk						
		(287)	(343)	(300)	43	
Total City Surveyor Local Risk						
		(287)	(343)	(300)	43	
TOTAL LOCAL RISK						
		(3,067)	(3,204)	(3,257)	(53)	
Cyclical Works Programme						
		(1,250)	(743)	(349)	394	4d)
CENTRAL RISK						
Epping Forest						
		(463)	(650)	(597)	53	
Wanstead Flats						
		(28)	(72)	(72)	-	
Woodredon & Warlies						
		-	(8)	(7)	1	
TOTAL CENTRAL RISK						
		(491)	(730)	(676)	54	4e)
RECHARGES						
Insurance						
		(85)	(85)	(78)	7	
Support Services						
		(397)	(397)	(361)	36	
Surveyor's Employee Recharge						
		(309)	(309)	(292)	17	
I.S. Recharge						
		(163)	(163)	(206)	(43)	
Recharges Within Fund (Directorate Democratic Core, and Learning)						
		(221)	(169)	(192)	(23)	

RECHARGES (continued)
Recharges Across Fund

Woodredon & Warlies Structural Maintenance	- (12)	9 (12)	26 (11)	17 1
TOTAL RECHARGES	(1,187)	(1,126)	(1,114)	12
OVERALL TOTAL	(5,995)	(5,803)	(5,396)	407

The Commons
Comparison of 2020/21 Revenue Outturn with Final Agreed Budget

		Original Budget £000	Final Agreed Budget £000	Revenue Outturn £000	(Increase) Decrease £000	Reason Paragraph
LOCAL RISK						
Director of Open Spaces						
Burnham Beeches						
	Expenditure	(705)	(815)	(804)	11	
	Income	221	317	295	(22)	
		(484)	(498)	(509)	(11)	
Stoke Common						
	Expenditure	(53)	(56)	(55)	1	
	Income	31	31	22	(9)	
		(22)	(25)	(33)	(8)	
City Commons						
	Expenditure	(1,194)	(1,310)	(1,312)	(2)	
	Income	128	168	139	(29)	
		(1,066)	(1,142)	(1,173)	(31)	
Total Director of Open Spaces Local Risk Expenditure		(1,952)	(2,181)	(2,171)	10	
Total Director of Open Spaces Local Risk Income		380	516	456	(60)	
City Surveyor						
City Surveyors Local Risk						
		(188)	(188)	(219)	(31)	
Total City Surveyor Local Risk		(188)	(188)	(219)	(31)	
TOTAL LOCAL RISK		(1,760)	(1,853)	(1,934)	(81)	
Cyclical Works Programme		(357)	(384)	(133)	251	4d)
CENTRAL RISK						
Burnham Beeches						
		(33)	(92)	(78)	14	
City Commons						
		(25)	(40)	(21)	19	
TOTAL CENTRAL RISK		(58)	(132)	(99)	33	4e)
RECHARGES						
Insurance						
		(21)	(21)	(19)	2	
Support Services						
		(187)	(187)	(175)	12	
Surveyor's Employee Recharge						
		(41)	(41)	(39)	2	
I.S. Recharge						
		(74)	(74)	(96)	(22)	
Recharges Within Fund (Directorate & Democratic Core)						
		(57)	(36)	(36)	-	
TOTAL RECHARGES		(380)	(359)	(365)	(6)	
OVERALL TOTAL		(2,555)	(2,728)	(2,531)	197	

Reasons for Significant Variations

4. a) The £136,000 better than budget position within Epping Forest Local Risk is a combination of an underspend within employee expenses due to vacancy management and visitor services staff on furlough due to COVID-19 and an underachievement in rental income due to rent holidays and lower income agreements for commercial tenants during COVID-19 restrictions.
- b) The £171,000 unfavourable variance is due to a reduction in premises related expenditure and a reduction in government grant due to the transition to the new 10 year Countryside Stewardship Scheme (CSS).
- c) The £85,000 unfavourable variance within Wanstead Flat Local Risk is mainly due to a reduction in customer and client receipts. No football play was possible due to lockdowns coinciding with football season.
- d) Due to the economic impact of COVID-19 and subsequent reduced income revenue generation, the City Surveyor was tasked by the Chamberlain to review current programmes of work. This was to level the expenditure, smoothing some of the spend into a 'fourth' year to reduce the impact of committed expenditure within the next two years. The Chamberlain has confirmed acceptance of the proposals put forward by the City Surveyor. This provides the Chamberlain with an overall 4-year forecast expenditure across all funds and funding years.
- e) The £87,000 favourable variance in Central risk (PiP funded projects) is mainly due to a reduction in the wayleaves officer's working hours at Epping leading to lower staff costs of £61,000 and unspent expenditure associated with the Ecologist position at Burnham Beeches of £14,000. Both unspent budgets are the subject of carry forwards requested by the Director of Open Spaces.
- f) The Department's additional costs associated with Covid-19 relating to this Committee totalled £155,848 (of which £135,657 relates to Epping Forest and £20,191 relates to the Commons) in 2020/21.

Local Risk and Central Risk Carry Forward to 2021/22

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2021/22 budgets.

7. The Director's unfavourable budget position of £146,000 (Local Risk) has been aggregated with budget variations on services overseen by other committees which for City's Cash produce an overall favourable variance of £83,000 (Local Risk) across all Open Spaces. The Director of Open Spaces has submitted the following carry forward requests within City Cash which relate to this Committee:

- Epping Forest - £50,000 Insurance cost saving of root barrier provision. Requesting support for root-barrier installations to reduce insurance claim costs funded centrally. Climate warming is increasing the frequency of droughts, with dry summers in 2003, 2006 and 2018 causing significant increases in subsidence insurance claims. While Epping Forest and Insurance Team have successfully resisted a number of subsidence claims using strong evidential arguments, the Forest has been unable to evade responsibility for all tree root-related subsidence claims. The City Corporation self-insures for claims under £1m and the Insurance Team can only settle agreed insurance claims and does not have delegated powers to fund mitigation measures. The installation of 5 metre deep root barriers can mitigate against settling underpinning insurance claims of £100k per property – this approach was recognised by the Insurance team as providing excellent Value For Money however, CoL funding arrangements prevent an easily achieved offset. The request would be to provide root barrier at a number of locations which have the greatest likelihood of an insurance claim that the COL would lose. This carry forward request could save the central risk budget several hundreds of thousands of pounds.
- West Wickham and Coulsdon Common - £53,000 in total
 - a) £20,000 to fund essential health and safety works, also recorded on the risk register, were planned in order to stabilise the slope at Riddlesdown Quarry;
 - b) £17,000 to fund CCTV works at Merlewood Estate Office – project follows 12 separate incidents of vandalism over past 18 months. The project was delayed as various contractors were unavailable due to the impact of COVID-19 on their business and their availability of staff;
 - c) £16,000 to fund tree safety works on the West Wickham & Coulsdon Commons- project not delivered due to unavailability of contractors who suffered from an unforeseen reduction in capacity due to COVID-19.

In addition, there are four Central Risk Carry Forwards: -

- £61,000 Funding for the Wayleaves officer at Epping Forest
- £4,000 Funding for the “developing a parking strategy” project at Epping Forest

- £14,000 Unspent expenditure associated with the Ecologist position at Burnham Beeches
- £11,000 Unspent expenditure relating to the City funded Legacy Officer post linked to the Kenley Revival Project.

Strategic Implications

8. None

Financial Implications

9. All financial implications contained within the report.

Resource Implications

10. None.

Legal Implications

11. None.

Risk Implications

12. None.

Equalities Implications

13. None.

Climate Implications

14. None.

Security Implications

15. None

Public sector equality duty

16. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

17. This report presents the revenue outturn position for 2020/21 for Members to consider and to note the carry forward bids for 2021/22 budgets.

Appendices

- Appendix A - Movement between the Original 2020/21 Budget and the 2020/21 Final Agreed Budget (Epping Forest)
- Appendix B - Movement between the Original 2020/21 Budget and the 2020/21 Final Agreed Budget (The Commons)

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Appendix A

Movement between the 2020/21 Original Budget to the 2020/21 Final Agreed Budget

Epping Forest	£000
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(3,067)
Director of Open Spaces	
Apprentices – centrally funded	17
Contribution Pay	(22)
Allocation from the Directorate to fund unsuccessful 2019/20 carry forward bids	(31)
Allocation from the Corporate COVID-19 fund	(16)
Allocation from the Directorate to cover Oak Processionary Moth (OPM) costs	(15)
Additional payment to staff regarding work in relation to COVID-19	(14)
City Surveyor	
Planned & Reactive Works including Cleaning	(56)
Final Agreed Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(3,204)

Appendix B

Movement between the 2020/21 Original Budget and the 2020/21 Final Agreed Budget

The Commons	£000
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(1,760)
Director of Open Spaces	
Apprentices – centrally funded	(2)
Contribution Pay	(9)
Allocation from the Directorate to fund unsuccessful 2019/20 carry forward bids	(11)
Allocation from the Corporate COVID-19 fund	(9)
Allocation from the Directorate to cover Oak Processionary Moth (OPM) costs	(29)
Resetting of departmental Budgets 2020/21 due to COVID-19 pandemic	(25)
Additional payment to staff regarding work in relation to COVID-19	(8)
City Surveyor	
Planned & Reactive Works including Cleaning	-
Final Agreed Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(1,853)

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Committee(s)	Dated:
West Ham Park Committee	13 July 2021
Subject: Revenue Outturn 2020/21 – West Ham Park	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Chamberlain & the Director of Open Spaces	For Information
Report author: Beatrix Jako – Chamberlains Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2020/21 with the final agreed budget for the year. In total, there was a favourable budget position of £99,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget	Outturn	(Increase)/ Decrease
	£000	£000	£000
Local Risk			
Director of Open Spaces			
<i>Expenditure</i>	(1,049)	(1,067)	(18)
<i>Income</i>	261	365	104
City Surveyor	(92)	(106)	(14)
Total Local Risk	(880)	(808)	72
Cyclical Works Programme	(150)	(90)	60
Central Risk	(77)	(77)	-
Recharges	(273)	(306)	(33)
Total	(1,380)	(1,281)	99

There were significant variations within Local Risk (West Ham Park Income) and the Cyclical Works Programme, further detail can be found in paragraph 4a) and 4b) respectively.

The Director of Open Spaces had an overall favourable budget position of £86,000 (Local Risk) which is made up of a smaller worse than budget position on expenditure of £18,000 and an overachievement of £104,000 on their income

targets. This overall favourable budget position has been aggregated with budget variations on services overseen by other committees which produces a City's Cash overall favourable budget position of £83,000 (Local Risk) across all Open Spaces.

Recommendation(s)

It is recommended that this revenue outturn report for 2020/21 is noted.

Main Report

Budget Position for 2020/21

1. The 2020/21 latest agreed budget for the services overseen by your Committee received in February 2021 was £1.298m. This budget was endorsed by the Court of Common Council in March 2021 and subsequently updated for approved adjustments. There was an overall increase of £82,000 in adjustments which consist of a £14,000 increase in Local Risk expenditure (of which £6,000 are increases to the centrally funded apprentices budget and £8,000 for additional payments made to staff regarding additional work in relation to COVID-19) and a £68,000 increase to the Supplementary Revenue Project budget under Central Risk expenditure. Movement of the original Local Risk budget to the Final Agreed budget is provided in Appendix A.

Revenue Outturn 2020/21

2. Actual net expenditure for your Committee's services during 2020/21 totalled £1.281m, a favourable budget variance of £99,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. Reason(s) for any larger variances (greater than £50,000) are indexed in the table.

West Ham Park**Comparison of 2020/21 Revenue Outturn with Final Agreed Budget**

		Original Budget	Final Agreed Budget	Revenue Outturn	(Increase) Decrease	Reason Paragraph
		£000	£000	£000	£000	
LOCAL RISK						
Director of Open Spaces						
West Ham Park	Expenditure	(931)	(1,049)	(1,024)	25	
	Income	221	261	322	61	4a)
Parks and Gardens (Rechargeables)						
	Expenditure	-	-	(43)	(43)	
	Income	-	-	43	43	
Total Director of Open Spaces Local Risk	Expenditure	(931)	(1,049)	(1,067)	(18)	
Total Director of Open Spaces Local Risk	Income	221	261	365	104	
City Surveyor						
City Surveyors Local Risk		(92)	(92)	(106)	(14)	
Total City Surveyor Local Risk		(92)	(92)	(106)	(14)	
TOTAL LOCAL RISK		(802)	(880)	(808)	72	
Cyclical Works Programme		(192)	(150)	(90)	60	4b)
CENTRAL RISK						
West Ham Park		26	(77)	(77)	-	
TOTAL CENTRAL RISK		26	(77)	(77)	-	
RECHARGES						
Insurance		(19)	(19)	(17)	2	
Support Services		(87)	(87)	(109)	(22)	
Surveyor's Employee Recharge		(42)	(42)	(39)	3	
I.S. Recharge		(36)	(36)	(47)	(11)	
Recharges Within Fund (Directorate Democratic Core, and Learning)		(104)	(89)	(94)	(5)	
TOTAL RECHARGES		(288)	(273)	(306)	(33)	
OVERALL TOTAL		(1,256)	(1,380)	(1,281)	99	

Reasons for Significant Variations

4. a) The £61,000 favourable variance in respect of income relates to fees and charges (£28,000) and rental income (£33,000). Given the impact of the COVID pandemic, sports was anticipated to be lower than usual. In reality, the periods between lockdowns saw a much greater demand for certain sports, notably tennis, which resulted in a much higher than anticipated level of income. Furthermore, the 5-yearly rent review for the Cedars site resulted in a significant increase in terms, providing a higher than anticipated level of rental income.

b) Due to the economic impact of COVID-19 and subsequent reduced income revenue generation, the City Surveyor was tasked by the Chamberlain to review current programmes of work. This was to level the expenditure, smoothing some of the spend into a 'fourth' year to reduce the impact of committed expenditure within the next two years. The Chamberlain has confirmed acceptance of the proposals put forward by the City Surveyor. This provides the Chamberlain with an overall 4-year forecast expenditure across all funds and funding years.

c) The Department's additional costs associated with Covid-19 relating to this Committee totalled £41,946 in 2020/21.

Local Risk Carry Forward to 2021/22

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Finance Committee and Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2021/22 budgets.
7. The Director's favourable budget position of £86,000 (Local Risk) has been aggregated with budget variations on services overseen by other committees which for City's Cash produce an overall favourable budget position of £83,000 (Local Risk) across all Open Spaces. The Director of Open Spaces has submitted the following carry forward request within City's Cash which relates to this Committee.
 - West Ham Park - £65,000 to replace existing road sweeper that is end of life and is not Ultra Low Emission Zone (ULEZ) compliant. Budget had been put aside in 2020/21 for its purchase. Trial vehicle testing delayed by COVID. Final paperwork submitted to Transport Co-ordination Group (TCG) on 15 December 2020. Approval was not granted until 31 March 2021. Delay in request being processed by City Procurement and Transport Co-ordination Group (TCG) has resulted in this purchase being unable to be made ahead of year end.

Consequently, West Ham Park year end position was £86k underspend. This vehicle is essential to comply with ULEZ regulations and replace an end of life vehicle to maintain the cleanliness of the park which is considerably busier than pre-Covid.

Strategic Implications

8. None

Financial Implications

9. All financial implications contained within the report.

Resource Implications

10. None.

Legal Implications

11. None.

Risk Implications

12. None.

Equalities Implications

13. None.

Climate Implications

14. None.

Security Implications

15. None.

Public sector equality duty

16. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

17. This report presents the revenue outturn position for 2020/21 for Members to consider and to note the carry forward bids for 2021/22 budgets.

Appendices

- Appendix A – Movement between the Original 2020/21 budget and the 2020/21 Final Agreed budget

Beatrix Jako

Acting Senior Accountant

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Appendix A

Movement from the 2020/21 Original Budget to the 2020/21 Final Agreed Budget

West Ham Park	£000
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(802)
Director of Open Spaces	
Apprentices – centrally funded	(6)
Contribution Pay	(2)
Allocation from the Directorate to fund unsuccessful 2019/20 carry forward bids	(65)
Allocation from the Corporate COVID-19 fund	(8)
Resetting of departmental Budgets 2020/21 due to COVID-19 pandemic	11
Additional payment to staff regarding work in relation to COVID-19	(8)
City Surveyor	
Planned & Reactive Works including Cleaning	-
Final Agreed Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(880)

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Committee(s): Planning and Transportation – For Recommendation Open Spaces & City Gardens Committee – For Decision	Dated: 29th June 13th July
Subject: Biodiversity Action Plan Consultation Response and Adoption Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,5,11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N
Report of: Colin Buttery, Director Open Spaces	
Report author: Jake Tibbetts, City Gardens Manager	

Summary

This report sets out the response to the consultation carried out on the Draft City of London Biodiversity Action Plan (BAP) 2021-2026 that was presented to Planning and Transportation on 30th March and Open Spaces and City Gardens committee on 27th April.

The BAP aims to ensure that the City meets its obligations towards the protection and enhancement of biodiversity.

A timetable for the production of the BAP was agreed by Open Spaces and City Gardens Committee in December 2020. A five week consultation process was held during May, the response to which can be seen in appendix A. This response helped form the draft BAP presented to committee in appendix B.

Members are asked to agree to the attached draft as the final text for the new City of London Corporation’s Biodiversity Action Plan (2021-26). Following agreement, the City Gardens team will develop a final document with photos and illustrations to accompany the text in preparation for an official launch.

This report is supported by the Planning and Transportation Committee for onward approval to the Open Spaces and City Gardens Committee.

Recommendations

- i) Members of the Planning and Transportation committee are asked to:
 - Recommend for onward approval to the Open Spaces and City Gardens Committee, the text of the final draft Biodiversity Action Plan 2021/2026 for

adoption, subject to the incorporation of any changes proposed by this Committee.

- ii) Members of the Open Spaces and City Gardens Committee are asked to:
- Approve the text of the final draft document for adoption.

Main Report

Background

1. The City of London produced its first Biodiversity Action Plan (BAP) in 2003 which was subsequently updated in 2010, 2012 and 2016. The BAP covers the geographical area of the Square Mile. Sites outside of the City are covered by the local authorities in which they are located.
2. Open Spaces committee agreed the following timetable for the development of the BAP in December 2020.

DATES	ACTION/ EVENT
2nd Dec	Present Timetable to Committee
17th Dec	First Draft of Biodiversity Action Plan circulated to Biodiversity Partnership Group
14th Jan	City of London Biodiversity Group - Consultation meeting
15th -30th Jan	Second Draft of Biodiversity Action Plan produced
1st -15th Feb 2021	Second draft circulated to Partnership Group for Further comments
8th Feb	Second draft presented to Open Spaces Committee
16th Feb -15th Mar	Third Draft of Biodiversity Action Plan Produced
30th March	Third Draft of Biodiversity Action Plan presented to Planning & Transportation Committee
27th April	Open Spaces Committee to sign off third draft of Biodiversity Action Plan
3rd May -31st May	Public Consultation
1st June - 15th June	Response to Public Consultation and Final draft Produced
29th June	Final draft of Biodiversity Action Plan presented to Planning & Transportation Committee for Information
13th July	Final draft of Biodiversity Action Plan presented to Open Spaces Committee for sign off
TBC	Launch

Current Position

3. In line with the above timetable the draft was subject to a consultation process that ran from the 3rd May and was extended to the 7th June.

The consultation was promoted through:

- The Biodiversity Action Plan Partnership Group
- A social media campaign
- City of London website
- City AM, City Matters, London Post and Horticulture Week
- Consultation poster displayed in City Gardens noticeboards
- The consultation documents were available in hard copy at libraries

4. An online form was produced which respondents were asked to complete.
5. The form was divided into nine sections, these largely reflected the structure of the biodiversity action plan:
 1. About You
 2. Biodiversity in the Square Mile and Beyond
 3. Target species
 4. Biodiversity Action Plan Themes
 5. Action Plan 1: Open space and habitat management
 6. Action Plan 2: The built environment
 7. Action Plan 3: Education and community engagement
 8. Action Plan 4: Data collection, surveys and monitoring
 9. Green infrastructure and biodiversity in the Square Mile
6. For sections 3-9 that related directly to the biodiversity action plan questions were asked to gauge levels of support of the draft document and each had an open text field for further comments.
7. The Consultation Statement document provides detail of the results of the consultation, it contains details all of the responses as well as changes that have been incorporated as a result of the consultation. This document can be found in appendix A.
8. The consultation gathered 83 responses, from residents, workers and visitors. It clearly demonstrated support for the document. As can be seen by the results to the questions regarding the documents four main themes and the corresponding action plans:
 - Do you agree that the themes that have been chosen for the BAP
73% responding "They are about right", with 19% responding "others should be considered"
 - Action Plan 1 : Open space habitat management
67% responding "Generally agree", with 22% responding "do not go far enough"
 - Action Plan 2 : The built environment
62% responding "Generally agree", with 30% responding "do not far enough"

- Action Plan 3 : Education and community engagement
78% responding “Generally agree”, with 11% responding “do not far enough”
 - Action Plan 4 : Data collection, surveys and monitoring
74% responding “Generally agree”, with 14% responding “do not far enough”
9. The response to the list of Target Species demonstrated less support than the other areas. However; 47% responded that the list was either “about right” (40%) or was “too extensive” (7%) with 45% responding that it “should be extended”.
10. Apart from a new action being added, no significant changes have been made following the consultation.

Strategic implications

11. The BAP ensures that a key aim of Corporate Plan; *‘To Shape Outstanding Environments’* is realised as well as the priorities;
- *We have clear air, land and water and a thriving sustainable natural environment*
 - *Businesses are trusted and socially and environmentally responsible.*
 - *Our spaces are secure, resilient and well-maintained*
12. Under the Natural Environment & Rural Communities (NERC) Act 2006 states that “Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity’.
13. The National Planning Policy Framework (NPPF) states that local planning authorities should set out a strategic approach to their Local Plans by planning positively for the creation, protection, enhancement and management of networks for biodiversity and green infrastructure.
14. The London Environment Strategy 2018 of which conserving and enhancing wildlife and natural habitats is a key element of the strategy, which recognises that important social, health and economic benefits result from greening the city.
15. The London Plan 2021 Policy G6: Biodiversity and access to nature reads:
- Sites of Importance for Nature Conservation (SINCs) should be protected.
- Boroughs, in developing Development Plans, should:
- 1) use up-to-date information about the natural environment and the relevant procedures to identify SINCs and ecological corridors to identify coherent ecological networks

- 2) identify areas of deficiency in access to nature (i.e. areas that are more than 1km walking distance from an accessible Metropolitan or Borough SINCS) and seek opportunities to address them
- 3) support the protection and conservation of priority species and habitats that sit outside the SINCS network, and promote opportunities for enhancing them using Biodiversity Action Plans
- 4) seek opportunities to create other habitats, or features such as artificial nest sites, that are of particular relevance and benefit in an urban context
- 5) ensure designated sites of European or national nature conservation importance are clearly identified and impacts assessed in accordance with legislative requirements.

16. The Proposed Submission Draft City Plan 2036 Policy OS3: Biodiversity reads:

Development should aim to secure net gains for biodiversity where possible by incorporating measures to enhance biodiversity, including:

- retention and enhancement of habitats within Sites of Importance for Nature Conservation (SINCS), including the River Thames
- measures recommended in the City of London Biodiversity Action Plan (BAP) in relation to particular species or habitats
- green roofs and walls, gardens and terraces, soft landscaping and trees
- green corridors and biodiversity links
- wildlife-friendly features, such as nesting or roosting boxes a planting mix and variation in vegetation types to encourage biodiversity
- planting which will be resilient to a range of climate conditions, with a high proportion of native plants
- a lighting scheme designed to minimise impacts on biodiversity.

17. The BAP is also integral to the Climate Action Strategy includes the following actions:

- *Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value*
- *Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing*
- *Enhance greening and biodiversity across our public realm and open spaces*

Financial implications

18. None

Resource implications

19. The development of the BAP document will be resourced by City Gardens staff, internal partnership members and relevant support services. £3k has been secured to pay for the final production of the document.

Legal implications

20. There would be risk of non-compliance of policy should the City not have an up to date BAP in place. Any BAP should meet the policy requirements as set out above.

Risk implications

21. There is a reputational and legal risk of not having a current BAP as the City has obligations towards the protection and enhancement of biodiversity.

Equalities implications

22. None

Climate implications

23. It is widely recognised that Biodiversity and Climate change are interconnected. Protecting and restoring ecosystems can help us reduce the extent of climate change and cope with its impact. The BAP will support the delivery of the City's Climate Action Strategy.

Security implications

24. None

Conclusion

25. A new BAP for the City is necessary to ensure that we continue to meet our legal and moral duties, it is also required to ensure that we meet our other strategic commitments. The current draft has been formed as a result of a careful process of internal discussions, development with the BAP partnership Group and external consultation. The public consultation has demonstrated support for the current draft. It is recommended that the attached draft is adopted as the new Biodiversity Action Plan 2021-26

Appendices

Appendix A – Draft City of London Biodiversity Action Plan 2021-2026 Consultation Statement

Appendix B – Draft City of London Biodiversity Action Plan 2021-2026

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City
Gardens

Draft City of London Biodiversity Action Plan 2021-2026 Consultation Statement

Consultation on the Draft City of London Biodiversity Action Plan 2021-2026 was subject to a consultation process that took place from Tuesday 3rd May until Monday 7th June 2021.

The consultation was promoted through:

- The Biodiversity Action Plan Partnership Group
- A social media campaign
- City of London website
- City AM, City Matters, London Post and Horticulture Week
- Notice boards in City Gardens Sites
- The consultation documents were available in hard copy at libraries.

An online form was developed and which respondent were asked to complete.

The form was divided into ten sections, these largely reflected the structure of the biodiversity action plan:

1. About You
2. Biodiversity in the Square Mile and Beyond
3. Target species
4. Biodiversity Action Plan Themes
5. Action Plan 1: Open space and habitat management
6. Action Plan 2: The built environment
7. Action Plan 3: Education and community engagement
8. Action Plan 4: Data collection, surveys and monitoring
9. Green infrastructure and biodiversity in the Square Mile

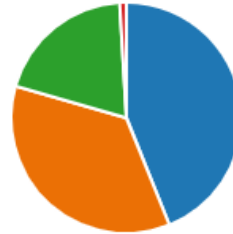
For sections 3-9 that related directly to the biodiversity action plan questions were asked to gauge levels of support of the draft document and each had an open text field for further comments.

NB. Changes that have been incorporated into the final draft are underlined in the text below.

1. Do you:

[More Details](#)

● Live in the City of London	47
● Work in the City of London	38
● Visit the City of London	21
● None of the above	1



2. What is the first part of your postcode? e.g. EC2Y



Comment/ Analysis

The consultation resulted in 83 responses online and 1 response as a word document. 44% of respondents live in the city, 36% work in the city and 20% are visitors. The map above shows the locations of the respondents.

Biodiversity in the Square Mile and beyond

3. I am concerned about the state of nature in the Square Mile

[More Details](#)[Insights](#)

Strongly agree	49
Agree	23
Neutral	6
Disagree	3
Strongly disagree	1



4. I am concerned about the state of nature in the UK

[More Details](#)

Strongly agree	60
Agree	13
Neutral	7
Disagree	1
Strongly disagree	1

**Comment/ Analysis**

Respondents are concerned about the state of nature, with 88% agreeing or strongly agreeing to the statement “I am concerned about the state of nature in the Square Mile” and 89% to the statement “I am concerned about the state of nature in the UK”

Target species

In consultation with the City of London Biodiversity Action Plan Partnership Group, the following species have been selected as 'target species'. These are species found within the Square Mile, take into consideration local, regional and national priorities and should be considered during development and conservation:

- House Sparrow
- Black Redstart
- Swift
- Peregrine Falcon
- Bats
- Wild bees
- Stag Beetle

Protected Species and/or Priority Species records in the City of London are listed in Appendix 2 of the draft Biodiversity Action Plan.

5. Do you feel this list of target species is:

[More Details](#)

[Insights](#)

● Too extensive	6
● About right	33
● Should be extended	37
● Do not know	6



6. Which, if any, other species would you like to be considered a target species?



Comment/ Analysis

The response to the list of Target Species was split. 47% responded that the list was either “about right” (40%) or was “too extensive” (7%) with 45% responding that it “should be extended”.

The aim of the selected target species is to identify flagship species to consider during development and conservation in the Square Mile and are based on recommendations

from our ecological audit that looked at data collected within the Square Mile. It should be remembered that improvements made for the target species cascade into improvements for other species and does not negate the fact that all protected and priority species, such as are listed on the London Priority Species List, should be considered in the planning process and during projects.

We consider that a focused list of target species helps to ensure that benefits are delivered. However as a result of the consultation response it is considered that a commitment to review the target species halfway through this BAP in 2023 will be a new action.

When asked what other species would respondents like considered for target species; 48% of 37 responses received indicated they wanted to see more bird species as target species and 29% of comments received indicated they would like to see more invertebrates including insects and pollinators as target species. Earthworms, were also mentioned and a new action to research and establish an approach to monitoring earthworms as part of Action Plan 4, as these are a good indicator of soil health and condition.

Biodiversity Action Plan - themes

The Biodiversity Action Plan is divided into four themes which are supported by a set of action plans:

- Open Space and habitat management
Aim: to protect and enhance habitats and species in the City.
- The built environment
Aim: to improve green infrastructure in the built environment.
- Education and community engagement
Aim: to promote a greater understanding of the City's biodiversity.
- Data collection, surveys and monitoring
Aim: to improve monitoring and data on biodiversity in the City.

Action Plans have been developed for each theme to help achieve these aims.

7. Do you agree with the themes that have been chosen?

[More Details](#)

[Insights](#)

● Agree they are right	58
● Think others should be consid...	15
● Don't know	7

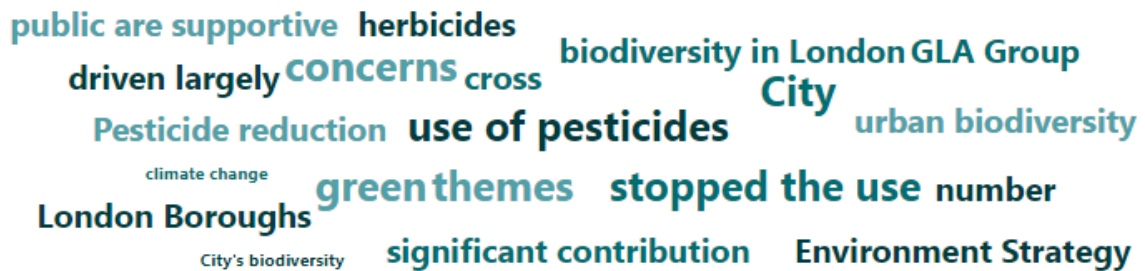


Comment/ Analysis

There was a strong level of support for the themes with 73% responding “They are about right”, with 19% responding “others should be considered”.

8. What other themes would you like to be considered?

5 respondents (19%) answered **use of pesticides** for this question.



Comment/ Analysis

In the 24 responses to the open question, there was a strong focus on the reduction or stopping completely the use pesticides in the responses. Please see below on the response to this.

Other responses asked for themes on wellbeing, air quality and climate change, and whilst it is accepted that these are subjects that are intrinsically linked with biodiversity they are covered by other City of London Corporation strategies and policies for which the BAP supports.

A change that will be adopted is the suggestion to change the aim for the built environment to : "Aim: to improve infrastructure for biodiversity in the built environment."

To therefore include measures such as nest bricks, bat boxes, and bee bricks, which are important for urban wildlife but not "green".

Other issues raised will be considered when delivering action plan 1.

Action Plan 1: Open space and habitat management

Aim: to protect and enhance habitats and species in the City.

Enable land owned and managed by both the City Corporation and privately, to be maintained and enhanced for biodiversity.

Key actions:

- Adopt the recommendations of the 2016 review of Sites of Importance for Nature Conservation (SINCs) in the City of London.
- Schedule and secure funding for a future SINC Review.
- Assess the potential of the Barbican Wildlife Garden to qualify as a Local Nature Reserve (LNR) and consider if that is an appropriate designation for this garden.
- Commission and secure funding for an ecologist to produce management plans for all City Corporation managed SINC sites.
- Carry out a baseline survey and commission and adopt a black redstart species action plan.
- Set up of a multi-departmental working group to develop guidance on managing historic walls, memorials and structures for biodiversity.

9. Do you consider these actions:

[More Details](#)

 Insights

- Do not go far enough 18
- Generally agree 54
- Go too far 5
- Don't know 4



10. Please provide any comments other on the key actions:



Comment/ Analysis

There was a strong level of support for this action plan with 67% responding “Generally agree”, with 22% responding “don’t go far enough”.

Again, the use of pesticides was raised in the comments section, see below for the response on this matter.

Of the 26 respondents over a quarter mentioned in some form the need to focus on private landowners. It is felt that a number of the actions will improve this, and this will be a focus for the partnership group going forward.

Action Plan 2: The built environment

Aim: to improve green infrastructure in the built environment

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

Key actions:

- Develop an ecology toolkit and biodiversity checklist for projects and public realm schemes.
- Environment Bill - including assessment of duties as a local planning authority and biodiversity net gain.
- Develop sustainability planning guidance that includes green infrastructure, biodiversity and climate resilience.
- Review and amend the existing planning application validation process.

11. Do you consider these actions:

[More Details](#)

[Insights](#)

● Do not go far enough	24
● Generally agree	50
● Go too far	4
● Don't know	3



12. Please provide any comments other on the key actions:

Comment/ Analysis

There was generally a strong level of support for this action plan with 62% responding “Generally agree”, with 30% responding “don’t go far enough”.

Again, the use of pesticides was raised in the comments section, see below for the response on this matter.

There were 29 comments on this action point and apart from pesticides there were no clear themes apart from pesticide use. The comments section raised a number of interesting points, many of which will be considered when delivering action plan 2.

Action Plan 3: Education and community engagement

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

Identify and encourage best practice amongst private landowners and managers as well as develop the skills and knowledge of residents, City workers, school children and students through events, activities and volunteering opportunities.

Key actions:

- Provide advice, guidance and training to support the BAP both for City Corporation employees and the wider City community including residents, businesses, visitors, schools, colleges, developers and land managers.
- Support resident and community groups that contribute to local and national species recording and monitoring initiatives.
- Develop guidance on supporting pollinators in the built environment by establishing a working group.
- Promote and disseminate guidance for the London Invasive Species Initiative (LISI) species to raise awareness of these species and how they should be managed.

13. Do you consider these actions:

[More Details](#)

● Do not go far enough	9
● Generally agree	63
● Go too far	6
● Don't know	3



14. Please provide any comments on the key actions:



Comment/ Analysis

There was generally a strong level of support for this action plan with 78% responding “Generally agree”, with 11% responding “don’t go far enough”.

Again, the use of pesticides was raised in the comments section, see below for the response on this matter.

There were 13 comments on this action point and apart from pesticides there were no clear themes apart from pesticides. There were however some good ideas on improving education and community engagement that will be considered by the BAP partnership.

Section 8

...

Action Plan 4: Data collection, surveys and monitoring

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


Establish a structured approach to surveying and monitoring of sites to inform ongoing management decisions and identify future areas of priority. This includes professional ecology surveys, citizen science opportunities and records collected by voluntary groups and individuals.





Key actions:

- Maintain, improve, promote and utilise the information and services available via the Greenspace Information for Greater London Service Level Agreement.
- Develop and implement a planning condition which requires developers of relevant schemes to collect and submit relevant Biological data of their site to the City of London Planning Authority to improve data monitoring and assessment on biodiversity trends in the City.
- Produce a biological recording strategy.
- Identify funding to carry out a black redstart and bat baseline survey to guide future management interventions and enhancements.
- Undertake below ground mapping to identify opportunities and barriers for establishing new green infrastructure and sustainable drainage systems (SuDS) within the public realm.

15. Do you consider these actions:

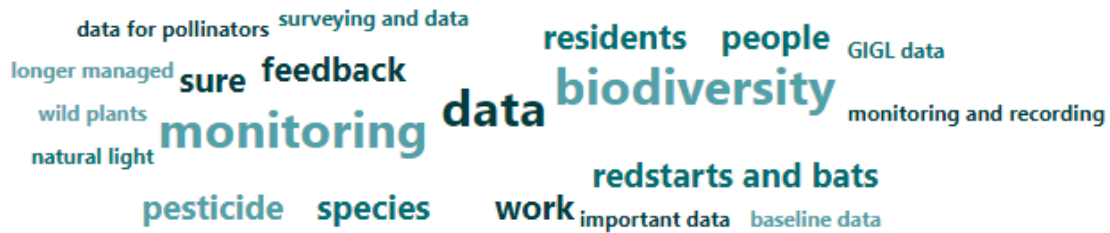
[More Details](#)

 Insights

 Do not go far enough	11
 Generally agree	59
 Go too far	8
 Don't know	2



16. Please provide any comments on the key actions:



Comment/ Analysis

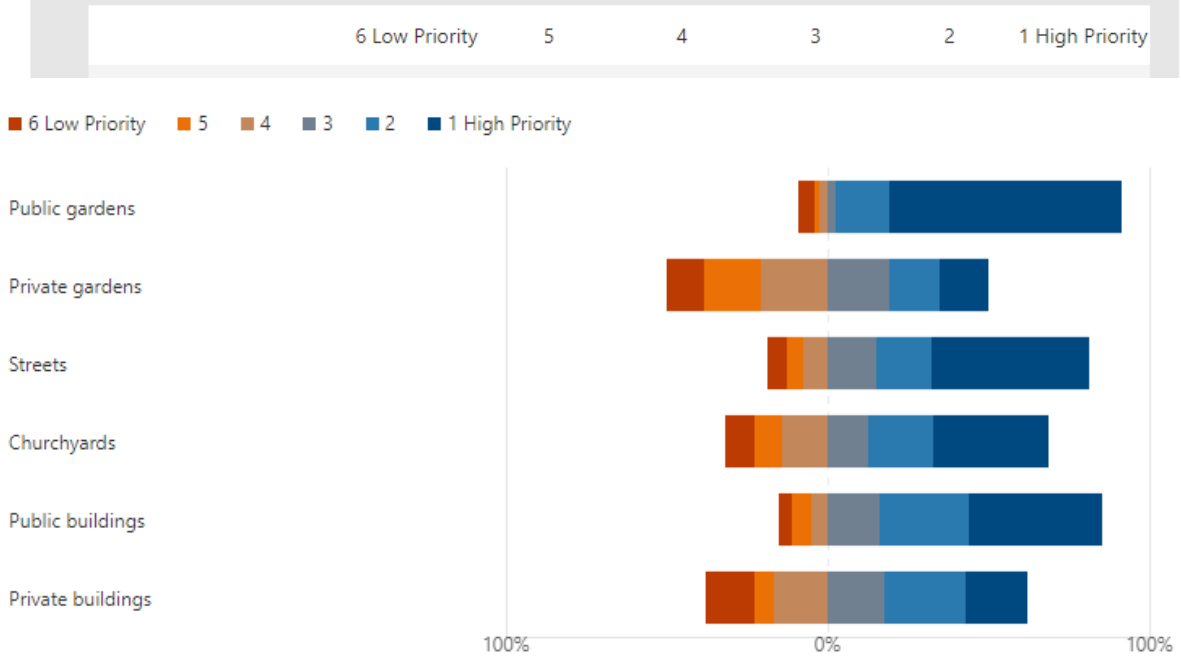
There was generally a strong level of support for this action plan with 74% responding “Generally agree”, with 14% responding “don’t go far enough”.

Again, the use of pesticides was raised in the comments section, see below for the response on this matter.

There were 17 comments on this action point and apart from pesticides there were no clear themes. The action to produce a biological recording strategy will take into consideration the comments to focus on the monitoring of pollinators including wild bees and moths. This will also support the development of guidance for pollinators in the built environment and how enhancements can be monitored.

Green infrastructure and biodiversity in the Square Mile

17. Can you list in priority order the locations below, that you feel would provide the most benefit from a focused approach to improving green infrastructure and biodiversity in the Square Mile: (1 = high priority, 6 = low priority)



Comment/ Analysis

The way this question was constructed ensure that responders had to respond in priority order, resulting in most responders giving more than one location the same priority and in a number of cases, responders gave every location the same priority score which has distorted the results. However, it is clear that from the above that respondents considered that Public Gardens could benefit the most from a focused approach. Followed in order by Streets, Public buildings, Churchyards, Private buildings and then private gardens. This is interesting as it is at odds with the open responses to Action Plan 2 which highlighted a need to focus on privately owned land and sites.

18. Do you have any other comments on the draft Biodiversity Action Plan?



Comment/ Analysis

29 participants responded to this open question. Some were supportive:

“A welcome and thorough document, with just a greater emphasis required on integrated measures due to their benefits regarding lifetime, low maintenance, success rate, temperature regulation with future climate change in mind, and aesthetic integration.”

“It is a very good initiative, thank you!”

“I think it's wonderful that this is being done! As a personal perspective, I think it's always good to remember that all wildlife ultimately depends on plants, at the bottom of the food chain, and the important role of 'weeds' in this structure.”

Some were critical:

“It wouldn't surprise me if these good intentions get overridden by some development or other work the City preferred to support.”

“Please concentrate on essential services and cleaning gardens and streets of rubbish”

“Waste of taxpayers' money.”

And many urged stronger actions and more commitment:

“Hopefully the BAP will be taken seriously and proper resources given for both the preparation of SINC management plans but also for monitoring these and the action plans.”

“Time is running out for this planet. Be bold an implement asap”

“This does not feel that it goes far enough and fast enough. The emptying of the City during lockdown gives a wonderful opportunity to reset the dial on how the streets and green spaces could be promoted even further and be truly ambitious for a green city.”

Response to Pesticides

Throughout the responses there was a clear focus on reducing or stopping pesticide use. The following are good examples of concerns.

“The Mayors of London's Environment Strategy contains a call for all in the GLA Group to reduce the use of pesticides. A number of London Boroughs have already reduced or stopped the use of pesticides and many other Boroughs are interested. This has been driven largely by concerns about urban biodiversity in London and is something the public are supportive of. Pesticide reduction is a cross-cutting theme that should be incorporated within the four existing themes. I believe that, in order to support biodiversity, ending the use of pesticides (including herbicides) would make a significant contribution.”

“A complete stop to the use of pesticides”

“Other than habitat, pesticide use is a key challenge for biodiversity, and must be addressed, including in the private sector. The Mayor of London is pushing for a pesticide free London and some boroughs are already pesticide free or going that way. Here in Lambeth, Parks stopped glyphosate use 2-3 years ago, Estates, last Summer, and August will be the last spraying of on the streets, with some streets choosing to opt out and the residents hand weeding. My own street has opted out for 3 years now -the various lockdowns over the past year have been a brilliant time to feel and see the benefits of a chemical free environment with an abundance of biodiversity!”

“In regard to guidance on managing historic walls etc ensuring that non-chemical weed and pest control measures are used should be a key part of the strategy. Similarly, management of all green spaces should be done without the use of pesticides. Creating a stakeholder forum for all land managers within the area under the control of the City of London to look specifically at pesticide free land management should be included in the plan.”

Firstly, it is important to state the current position in relation to the use of pesticides in the City. The City has taken great steps in reducing its use of Glyphosate, which receives much focus as it is the most commonly used herbicide. Street cleansing have stopped using Glyphosate and all other herbicides completely. Usage by the City Gardens team has reduced to less than five litres a year in total and we will seek to reduce this further. As part of the City Gardens Management Plan, which is due to be reviewed in 2022, the City Gardens team will undertake to review the use of all pesticides in its gardens with the BAP Partnership Group. Alternatives will be assessed, and their benefits and disadvantages evaluated.

Regarding the management of historic walls, pesticide use will also be reviewed, however this provides some challenges when removing woody plants such as Buddleia the choice is between the careful use of chemicals or the digging out of root systems and the unavoidable resulting damage to listed structures. Options will nonetheless be looked at and evaluated.

Appendix A - Full list of responses to all the open question

Comment received	Theme of response	City Corporation response
Question 8 - What other themes would you like to be considered?		
Wellbeing Aim: to create opportunities and spaces that allow people's wellbeing to benefit from the City's biodiversity.	Wellbeing	Access to nature to support wellbeing should be considered as part of the review and update of the Open Space Strategy SPD.
Pollution and air quality	Air quality	Pollution and air quality are specifically covered in the City Corporation's Air Quality Strategy 2019-2024.
I'd like to see another one - to create more green space within the City - at ground level (not just roofs)	Open space	Protection and creation of green space addressed in the draft City Plan 2036 and Open Space Strategy SPD.
There is a lot of focus on the diversity of fauna. Is it not also important to focus on greater diversity of flora in response to climate change as well as the needs of wildlife	Flora	A number of the actions aim to increase understanding of flora in the Square Mile. Actions such as the development of a ecology toolkit and biodiversity checklist, sustainability planning guidance and SINC management plans should focus on protecting and increasing flora diversity for a variety of benefits.
Adjust: The built environment should be: "Aim: to improve infrastructure for biodiversity in the built environment." To therefore include measures such as nest bricks, bat boxes, and bee bricks, which are important for urban wildlife but not "green".	Theme	Suggestion adopted. The wording better reflects the aim of this action plan to improvement infrastructure for biodiversity which includes but is not limited to improving green infrastructure.
Engagement with other city councils to promote methods of increasing and protecting biodiversity.	Engagement	Agreed that it is important to engage and share learning of ways of increasing and protecting biodiversity with neighbouring boroughs and Greater London.

Comment received	Theme of response	City Corporation response
Clean up the City in areas that have grown wild because of lack of maintenance - make them truly "green"	Maintenance	This is a subjective point of view and for some people wild areas are greener due to having a higher biodiversity value. We aim to meet the dual objectives of a more biodiverse environment and high quality amenity spaces.
Introduce more "wild" gardens.	Open space	The opportunity to expand or enhance areas of existing sites to improve the biodiversity value will be considered as part of the SINC Management Plans.
<p>No mention of population explosion of squirrels and pigeons infesting the Barbican. These wreck window box plants and need culling. The pigeons disturb sleep at night. Squirrels on the first floor above podium on terrace blocks run along fire escape route. I caught one in my flat. They eat eggs and destroy trees. About time CoL did something please. BEO takes no action. Pigeons worse while peregrines nest in [redacted] , so hawk cannot visit.</p> <p>There is also a plague of mosquitoes from July until autumn. It's impossible to leave windows open in the evening or get bitten. Money wasted on this project should be directed to cleansing gardens and open spaces of rubbish left behind by visitors each weekend.</p>	Squirrels and pigeons	This is primarily a pest control issue which should be considered as biodiversity enhancements are developed.

Comment received	Theme of response	City Corporation response
Reducing litter which has a visual impact but also impacts on wildlife.	Litter	Comment noted.
More trees! More green enclaves - rather than 'rooftop gardens'!	Trees; greening	Comment noted. Draft City Plan 2036, Open Space Strategy SPD and Tree Strategy SPD address provision of ground level open space and tree planting.
More feedback from the community.	Engagement	Noted that engagement with the community is vital for the success of the BAP with the support of the Partnership Group and development of Working Groups.
Consider preserving habitat instead of destroying for new developments and then trying to build back	Development	Preserving existing habitat is currently a considered during the planning process.
General greening of streetscapes. More on impact of light pollution.	Development; greening; lighting	The draft City Plan 2036 supports the greening of the public realm. The City of London Lighting Strategy contributes towards limiting light pollution.
Chosen themes look good. What about including climate change and climate change mitigation.	Climate change	Comment noted and it is recognised that biodiversity and climate change are interconnected. Climate change will be considered throughout the delivery of the action. The Climate Action Strategy 2020-2027 addresses these areas directly.
Creating more pockets for wildlife in the City by converting paved areas into green areas	Greening	The draft City Plan 2036 supports the greening of the public realm to support biodiversity such as the creation of green corridors and biodiversity links.

Comment received	Theme of response	City Corporation response
<p>In order to support biodiversity ending the use of pesticides (including herbicides) would make a significant contribution. The Mayors of London's Environment Strategy contains a call for all in the GLA Group to reduce the use of pesticides. A number of London Boroughs have already reduced or stopped the use of pesticides and many other Boroughs are interested. This has been driven largely by concerns about urban biodiversity in London and is something the public are supportive of. Pesticide reduction is a cross-cutting theme that should be incorporated within the four existing themes. Information is available at https://www.pan-uk.org/pesticide-free/</p>	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
<p>In order to support biodiversity ending the use of pesticides (including herbicides) would make a significant contribution. The Mayors of London's Environment Strategy contains a call for all in the GLA Group to reduce the use of pesticides. A number of London Boroughs have already reduced or stopped the use of pesticides and many other Boroughs are interested. This has been driven largely by concerns about urban biodiversity in London and is something the public are supportive of. Pesticide reduction is a cross-cutting theme that should be incorporated within the four existing themes.</p>	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
A complete stop to the use of pesticides	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.

Comment received	Theme of response	City Corporation response
It would be hood to include information extinction of species.	Species	Species decline and biodiversity crisis referred to in the BAP.
I think broadly these are right, but and look forward to how you propose to expand these. I know where I live in Lambeth there are concerns about residents wanting parks and estates to look perfect and mown, but this is obviously where education must come in, firstly, and importantly, with Council officials who definitely prefer the easy route, unfortunately!	Engagement; maintenance	It is important to engagement and communicate with the community when changes to the management of a site are proposed.
Roof top gardens and growing plants on roofs of buildings	Greening; green roofs	The Biodiversity Action Plan promotes the value biodiverse roofs. The draft City Plan 2036 supports the installation of biodiverse extensive or intensive green roofs.
Pesticides - The Mayors of London's Environment Strategy contains a call for all in the GLA Group to reduce the use of pesticides. A number of London Boroughs have already reduced or stopped the use of pesticides and many other Boroughs are interested. This has been driven largely by concerns about urban biodiversity in London and is something the public are supportive of. Pesticide reduction is a cross-cutting theme that should be incorporated within the four existing themes. I believe that, in order to support biodiversity, ending the use of pesticides (including herbicides) would make a significant contribution.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.

Comment received	Theme of response	City Corporation response
Question 10 - Action Plan 1: Open space and habitat management - Please provide any comments other on the key actions:		
scope is limited. there is more that can be done in open spaces, including adding more green habitats. A lot of the private land is paved and corporate - can this be made more natural/green/welcoming for nature.	Greening; development	The draft City Plan 2036 supports habitat creation to enhance biodiversity.
Actively create new habitats in the City, on rooves, in unused spaces...	Habitats	The draft City Plan 2036 supports the installation of biodiverse extensive or intensive green roofs. The BAP identifies open mosaic habitat and standing open water as target habitats for creation and enhancement.
Plant wildflowers everywhere. Far too many streets in square mile with no trees/plants.	Greening	The draft City Plan 2036 and Tree Strategy SPD support both greening and tree planting.
Create more green spaces in the City, even tiny ones. Talk to companies and corporations about incorporating more plants and wild greens in private spaces as well.	Open spaces; engagement	Both the draft Local Plan 2036 and Open Space Strategy SPD support increasing green infrastructure.
I would like key actions to include kore tree planting and greening programmes on city-owned land	Tree planting; greening	Tree planting is addressed in the Tree Strategy SPD and the Transport Strategy includes the proposal to incorporate more greenery into the City's streets and public spaces.
Too few green areas in general in City of London and no consideration in planning decisions concerning loss of natural light	Greening; Daylight and sunlight	The city is actively trying to increase green infrastructure both in the public and private realm. Loss of light is currently considered during the planning process.

Comment received	Theme of response	City Corporation response
Need to ensure that we bring in more volunteer groups to get their support and engagement e.g. Barbican Horticultural Society, Barbican Residents' Gardens Advisory Group	Engagement	Commented noted and it will be important to involve specific community and volunteer groups to support the BAP as any site specific plans are developed.
Greenspace is being steadily eroded in the City because some of it is privately owned. There should be a complete ban on development on open space. Disturbance is also a major issue for wildlife, and some areas should be human-free.	Open Space	The balance between open space and development is considered during the planning process and we are actively seeking to increase the amount of green infrastructure from development. However sometimes development necessitates an impact on green space.
There are other green spaces (e.g. in the roundel at the Museum of London) and tree lined streets (e.g. just south of Old Street/north of Golden lane/Charterhouse/Barts Sq) which should be protected too	Open space; trees	Green space and tree protection is not specifically covered by the BAP. For trees, the vehicle for this is Tree Protection Order legislation and is covered by the Tree Strategy SPD.
Barbican wild garden should not be nature reserve. It is a residential garden	Barbican; LNR	Comment noted.
Irrespective of LNR status, the Barbican Estate etc SBINC should be extended to include all the green infrastructure in the Barbican as well as the Golden Lane Estate and upgraded to SMINC status	Barbican; SINC	The boundary of existing and proposed SINC will be considered as part of any future SINC review.
Involve construction industry, land owners and large organisations into discussions	Engagement	Comment noted.
Do you need an ecologist to produce management plans?	Ecologist	Ecological expertise will be required to deliver a number of the actions including SINC Management Plans.

Comment received	Theme of response	City Corporation response
Tidy up what you have. Cannot see the point of encouraging wildlife in City of London. This is just the latest bandwagon to occupy inflated corporation employee numbers. Keep the community charge down and help reduce CoL budget in straightened circumstances.	Maintenance; resources	The BAP supports biodiversity in the Square Mile for the benefit of both wildlife and people.
Please protect the Barbican Wildlife Garden! A very special place which is greatly appreciated.	Barbican	Comment noted.
I'd like more communication about the falcons	Comms	Information and existing resources will be shared to raise awareness of target species.
Protocols to prevent chemicals being used in weed management.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
Feels unambitious given the climate crisis	Climate change	Comment noted.
Would like to see targets set (and met) for increase in numbers of key species	Species; targets	Most species benefit from improvements or increase in suitable habitat for which targets can be set and monitored. The target species have also been selected where specific considerations or interventions will support the species.
As mentioned before to find more areas in the City for wildlife gardens or just trees.	Nature sites; trees	The opportunity to expand or enhance areas of existing sites to improve the biodiversity value will be considered as part of the SINC Management Plans. The draft City Plan 2036 and Tree Strategy SPD supports tree planting.
I would like to have seen something about a review of City gardens management practices such as increasing local composting, eliminating pesticides and herbicides, etc	Pesticides and herbicides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.

Comment received	Theme of response	City Corporation response
In regard to guidance on managing historic walls etc ensuring that non-chemical weed and pest control measures are used should be a key part of the strategy. Similarly management of all green spaces should be done without the use of pesticides. Creating a stakeholder forum for all land managers within the area under the control of the City of London to look specifically at pesticide free land management should be included in the plan.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
Seems very modest - and leaves me wondering how you can not have already adopted 2016 recommendations as a minimum - don't you need something fit for 2021 and beyond.	Targets	Comment noted.
As institutions across the board we are not doing enough and we are running out of time.	Targets	Comment noted.

Comment received	Theme of response	City Corporation response
<p>Other than habitat, pesticide use is a key challenge for biodiversity, and must be addressed, including in the private sector. The Mayor of London is pushing for a pesticide free London and some boroughs are already pesticide free or going that way. Here in Lambeth, Parks stopped glyphosate use 2-3 years ago, Estates, last Summer, and August will be the last spraying of on the streets, with some streets choosing to opt out and the residents hand weeding. My own street has opted out for 3 years now -the various lockdowns over the past year have been a brilliant time to feel and see the benefits of a chemical free environment with an abundance of biodiversity!</p>	Pesticides	<p>Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.</p>
<p>Question 12 - Action Plan 2: The built environment - Please provide any comments other on the key actions:</p>		
<p>Toolkit is not enough to ensure green infrastructure is enhanced. can there be a target for the amount of green to be added?</p>	Greening	<p>The draft City Plan 2036 supports greening as part of development which is supported by the Urban Greening Factor.</p>
<p>Again more specific targets relating to tree planting and greening public spaces</p>	Trees; greening	<p>The draft City Plan 2036 and Tree Strategy SPD support both greening and tree planting which the BAP supports.</p>
<p>need more detail of "review and amend the existing planning application process? Please supply</p>	Development	<p>The current planning application process will be reviewed to see how improvements can be made to ensure that biodiversity is better considered by developers and planners during the process.</p>
<p>The greenery on buildings is normally ridiculous, not making up for the increased height of office buildings and often only viewable if flying over in a helicopter</p>	Green roofs	<p>Comment noted.</p>

Comment received	Theme of response	City Corporation response
emphasise use of green roofs for biodiversity rather than recreation	Green roofs	The draft City Plan 2036 supports the installation of biodiverse extensive or intensive green roofs.
Agree it is really important to work with developers to ensure that new buildings and refurbished buildings support the BAP	Engagement; development	Comment noted.
The density of built environment is a real issue in the City. Officer life is on the decline. STOP BUILDING OFFICES	Development	Comment noted.
<ul style="list-style-type: none"> • Develop an ecology toolkit and biodiversity checklist for projects and public realm schemes. - this will just be a tickbox for developers to replace or plant trees/green roof/walls which may not actually increase biodiversity so HABITAT and TREE LOSS should be key drivers for planning decisions 	Development; trees	The ecology toolkit and biodiversity checklist are intended to support City Corporation staff as a tool to for projects and public realm schemes.
Increase firm commitments of new buildings to include green infrastructure in their plans and offset carbon through biodiversity/afforestation schemes outside of the City.	Greening; carbon	The City's Urban Greening Factor which has recently been adopted as part of the Local Plan, which will result in greater green infrastructure. Regarding off setting, we are awaiting the new Environment Bill to give clear steer on biodiversity net gain.
There is consistently a net loss of small green spaces due to infill developments.eg. Mais House being a prime example, and the application by Lewisham Homes to develop on Hillcrest Woods in 2016. Lewisham Planning overrides green space protection consistently as favour is always given to development. Unless green spaces have legal protection, it is all up for grabs for building.	Open space	In relation to the Square Mile, the draft City Plan 2036 supports the protection of existing open and green space.

Comment received	Theme of response	City Corporation response
Clarify that the SPG includes important integrated measures for urban biodiversity that are not in the category of "green", e.g. nest bricks, integrated bat boxes, and bee bricks.	Planning	The draft City Plan 2036 supports that artificial features such as nest boxes should be integrated into the design of development or refurbishment schemes wherever suitable to provide additional habitat for the City's target species. Opportunities for integrated measures to be included in the ecology toolkit and biodiversity checklist.
A full time ecology officer should be appointed to vet and monitor planning applications and there should be a policy to prefer retrofitting to demolition. All green infrastructure should be secured by s106 agreement.	Ecologist; greening; planning	Comment noted.
Focus on the City - forget "climate resilience" that is a national and international level. Money spent on "climate" is money not available for actual green programs of today	Priorities; climate change	The Climate Action Strategy 2020-2027 supports building climate reliance by providing thriving and biodiverse green spaces and urban habitats.
Connecting green spaces int CoL will just encourage more foxes and squirrels. Foxes already run around the Barbican car parks at night. There is no control on this and there should be.	Barbican; foxes; squirrels	Comment noted.
Perhaps more reuse of existing buildings rather than building new & usually oversized buildings.	Development	This is being looked at under both the Climate Action Strategy and Circular Economy work.
There should be a campaign to ensure that all residents in the Barbican plant and maintain their window boxes	residents; greening	Comment noted.
Survey of swift nesting sites, and how to provide more sites near them that more swifts will use. (Needs a few years, as swifts' habit is to first prospect for nearby nesting sites, and then return the following year to actually use them.)	Species	Comment noted.

Comment received	Theme of response	City Corporation response
Feels unambitious	Targets	Comment noted.
Would like to see strong enforcement of the policies.	Enforcement	Comment noted.
I would like to have seen more emphasis using this theme to develop better green corridors through the city	Greening	The draft City Plan 2036 and Open Space Strategy SPD support the provision and creation of green corridors.
Non-chemical weed and pest management should form a core part of the approach to the built environment.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
In regard to guidance on managing historic walls etc ensuring that non-chemical weed and pest control measures are used should be a key part of the strategy. Similarly management of all green spaces should be done without the use of pesticides. Creating a stakeholder forum for all land managers within the area under the control of the City of London to look specifically at pesticide free land management should be included in the plan.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
In regard to guidance on managing historic walls etc ensuring that non-chemical weed and pest control measures are used should be a key part of the strategy. Similarly management of all green spaces should be done without the use of pesticides. Creating a stakeholder forum for all land managers within the area under the control of the City of London to look specifically at pesticide free land management should be included in the plan.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.

Comment received	Theme of response	City Corporation response
<p>In regard to guidance on managing historic walls etc ensuring that non-chemical weed and pest control measures are used should be a key part of the strategy. Similarly management of all green spaces should be done without the use of pesticides. Creating a stakeholder forum for all land managers within the area under the control of the City of London to look specifically at pesticide free land management should be included in the plan.</p>	Pesticides	<p>Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.</p>
<p>Some developers work hard to improve the environment for wildlife and deserve commendation- the London Wall Place development being a good example - however there is no sign this is actually prompted by anything from the Corporation - examples such as the supposed sky garden in 20 Fenchurch St show that anything goes where planning applications come from big corporate entities. Setting some ambitious objectives would be a start.</p>	Planning; development	<p>The draft City Plan 2036 supports the greening of the City through new development opportunities and refurbishments. All development proposals will be required to demonstrate the highest feasible levels of greening consistent with good design and the local context.</p>
<p>many of these measures should be mandatory</p>	Targets	<p>Comment noted.</p>
<p>Biodiversity and trees need as much protection as possible and we need to strengthen our policies around these sorts of things.</p>	Protection	<p>The draft City Plan 2036 and Tree Strategy SPD includes policy for protecting and improving biodiversity and retention of existing trees.</p>
<p>Pesticide use is a key destroyer of biodiversity, and must be addressed. Essential that all with interests taking the above process forward, must embrace a pesticide free approach, be it the Council, corporations or private groups.</p>	Pesticides	<p>Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.</p>

Comment received	Theme of response	City Corporation response
Assess current environmentally responsible office space and building landlord to adhere to the green infrastructure in the building environment	Greening	Comment noted.
Question 14 - Action Plan 3: Education and community engagement - Please provide any comments other on the key actions:		
Fund community the establishment of community gardens in the city, or lease City of London land for this purpose. Fund schools outreach events on urban biodiversity in City schools.	Funding, schools	Comment noted.
Encourage big businesses in square mile to plant/put plants/wildflowers outside their buildings.	Engagement	Comment noted.
Too many working groups.	Working groups	Comment noted.
Agree - • Support resident and community groups that contribute to local and national species recording and monitoring initiatives. • Develop guidance on supporting pollinators in the built environment by establishing a working group. Rest are going to achieve nothing and a waste of resources	Priorities; resources	Comment noted.
I think setting up a volunteer program with businesses would be affective especially as many corporates give employee volunteer days	Volunteering	Volunteering opportunities to support the BAP will be identified as actions are progressed.

Comment received	Theme of response	City Corporation response
<p>In my opinion, more needs to be done to engage the community.</p> <ul style="list-style-type: none"> - Develop new educational projects aimed at families - residents and visitors - Engage with other CoL departments to coordinate a united strategy to inform other audiences of the value of the City's diversity - Utilise the resources already available by other CoL sections (resident's newsletters, visitors social media, City Information Centre, Libraries, screens...) to channel the relevant messages 	Engagement; communications	A Working Group focusing on communication will be established with the aim of identifying opportunities to engage with City community, raise awareness of the BAP and support biodiversity in the Square Mile.
The elected representatives should receive guidance etc and appoint a biodiversity champion from amongst them.	Members	Comment noted.
Support events for businesses (and encourage volunteer days) and schools.	Engagement	The actions of the BAP support providing advice, guidance and training to the City community.
Plenty of green spaces in suburbs owned by CoL. Adjoining councils have plenty of places if children really need to look at beetles, which I doubt. With all the other pests in Barbican, I can do without extra insects and birds tweeting all night outside bedrooms (as we had for weeks last winter)	Open spaces	The overall response to the consultation demonstrates a strong public desire to increase biodiversity within the Square Mile. Under the Natural Environment & Rural Communities Act 2006 (NERC), as a public authority in England, the City Corporation has a duty to 'in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity'

Comment received	Theme of response	City Corporation response
I think this sort of reaching out tends (perhaps with schools as the exception) tends to reach people who are already interested/looking out for opportunities. Incentivising involvement (from employers, a wider range of residents and smaller businesses etc) could make a meaningful impact.	Engagement	Comment noted. A Working Group focusing on communication will be established with the aim of considering how the aims and benefits of the BAP reach the City community.
One of the key existing barriers is the attitudes of both the planning officers and the elected councillors who sit on the planning committee. While the the rhetoric is changing, planning decision continue to be made to the benefit and to deliver economic gain for developers to the detriment of our local environment.	Planning; Members	Comment Noted
Communicating with the public on biodiversity will be key to the successful delivery of the strategy. One key area for communication will be talking about the use of pesticides and how the City of London will reduce and end their use.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
Again, essential to go pesticide free, failure will jeopardise this process. I think nearly all the public are against the use of pesticides, the rest can be got on board with education. Non chemical methods of control must be used, but also, habitats suitable for species must be promoted which may involve letting areas become more wilder.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
Question 16 - Action Plan 4: Data collection, surveys and monitoring - Please provide any comments other on the key actions:		

Comment received	Theme of response	City Corporation response
When planning decisions are blocking out more and more natural light, it contributes to greenery and natural habitats not being able to thrive	Daylight and sunlight	The impact of shading produced by developments is currently considered during the planning process. We are looking at how this aspect can be improved whilst we review the planning process in respect to biodiversity.
Who pays for all this work?	Resources	The development of the BAP process has been funded by local risk budgets.
Not sure about focus on redstarts and bats to exclusion of other species. How do residents access the GIGL data? If they can't it is a missed opportunity	Species	No species are excluded, all relevant species should be considered as part of conservation and development, in particular protected and priority species. Target species have been selected where there are specific opportunities to support the species in the Square Mile. Data search reports are available from GiGL for the public and community groups.
Make better use of volunteers - a lot of people would be happy to help with this and it would increase engagement and monitoring	Engagement	Opportunities for volunteers to support engagement and monitoring are important and will be considered as the actions are developed.
- Create effective channels to engage with local communities to encourage feedback on biodiversity observations - Create a 'Friends of' or similar to report interesting sightings and create a buzz among those who care and are keen to contribute	Monitoring; engagement	The action to produce a biological recording strategy will look at opportunities to engage with the community to support species observations. Friends of City Gardens support biodiversity enhancements and surveys.
automate monitoring using sound recordings, cameras, machine learning and IoT technology	Technology	Methods of species monitoring will be considered as part of the action to develop a biological recording strategy.
An ecologist should be employed to support species surveying and data collection.	Ecologist	Ways of ensuring that the City has access to ecological advice and support are being explored.

Comment received	Theme of response	City Corporation response
Perhaps community and volunteer groups could receive funding to assist in monitoring and recording e.g. qualifying for time credits and small grants to buy bat monitors, binoculars etc.	Resources	Funding opportunities for the BAP in general and to support the biological recording strategy will be considered as this action is developed.
Publicise accomplishments and achievements in easy to read materials tailored to business, residents and visitors. People should be aware and proud of the work being undertaken in the Square Mile, and should be advocates for this in other areas.	Engagement	A Working Group focusing on communication will be established with the aim of identifying opportunities to engage with City community to raise awareness of the BAP and support biodiversity in the Square Mile.
This project is a waste of money and ill conceived. I'm sure it will employ many overpaid graduates who tweet their progress to much acclaim. It doesn't improve my environment.	Resources	Comment noted.
Should include an attack on light pollution from offices at night	Lighting	The City of London Lighting Strategy 2018 addresses the need to limit unwanted spill light.
Maybe encourage built-in swift bricks for new developments?	Species; development	Opportunities to directly support target species such as Swifts will be included in the ecology toolkit.
In addition to the black redstart and bat survey proposals, establishing baseline data for pollinators including wild bees, butterflies and moths would provide important data.	Species	The action to develop a biological recording strategy will explore and prioritise where baseline data is required.
Monitor the (likely) increase in insect biodiversity of spaces once they are no longer managed with pesticide products to remove wild plants.	Pesticides	The action to develop a biological recording strategy will identify priorities for monitoring. Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'
Again this looks like baseline effort - this is a bare minimum.	Targets	Comment noted.

Comment received	Theme of response	City Corporation response
Absolutely agree, with good signage with explanations, for example for wilder areas, or no mowing. Working a treat in Lambeth! Feedback of change needs to happen to help promote the changes.	Comms	Comment noted.
Biodiversity can only be protected by replacing the use of herbicides and other pesticides to manage plants and pests with chemical-free alternatives, and creating rich and safe habitats.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
Question 18 - Do you have any other comments on the draft Biodiversity Action Plan?		
the streets could become green corridors to connect spaces and encourage wildlife. More ambition needed	Greening; targets	The draft City Plan 2036 supports the inclusion of trees and soft landscaping and the promotion of biodiversity, where feasible linking up existing green spaces and routes to provide green corridors.
Time is running out for this planet 🌍 Be bold and implement asap 🙌🙌🙌🙌	Targets	Comment noted.
It is a very good initiative, thank you!	Comment	Comment noted.
Waste of taxpayers' money.	Resources	Comment noted.
Ever higher buildings overshadowing green areas and private gardens/balconies with window boxes is leading to a reduction in greenery	Daylight and sunlight	The impact of shading produced by developments is currently considered during the planning process. We are looking at how this aspect can be improved whilst we review the planning process in respect to biodiversity.
Is there a clear view of what sorts of plants and wildlife would be best suited to life in the City and how that view might change over time?	Species; climate change	Actions such as the development of an ecological toolkit, sustainability planning guidance and guidance for pollinators in the built environment will provide details of opportunities for wildlife specific to the City.
I hope it is more than window dressing	Comment	Comment noted.
Can't believe all this isn't happening already	Comment	Comment noted.

Comment received	Theme of response	City Corporation response
Glad to see peregrine falcons called out - useful for controlling pigeon numbers too. Their numbers should be expanded.	Species	Comment noted.
Thank you for putting this together and requesting feedback.	Comment	Comment noted.
Biodiverse extensive green roofs (not sedum mats) offer the greatest potential for increasing biodiversity	Green roofs	Comment noted. The draft City Plan 2026 support the installation of biodiverse extensive or intensive green roofs.
A welcome and thorough document, with just a greater emphasis required on integrated measures due to their benefits regarding lifetime, low maintenance, success rate, temperature regulation with future climate change in mind, and aesthetic integration.	Development	Both the Biodiversity Action Plan and draft City Plan 2036 support that artificial features such as nest boxes should be integrated into the design of development or refurbishment schemes.
The Biodiversity Action Plan goes some way to support nature in the Square Mile but the City really need a green infrastructure strategy to guide and prioritise biodiversity and greening interventions to have a real impact.	Policy	Comment noted.
Hopefully the BAP will be taken seriously and proper resources given for both the preparation of SINC management plans but also for monitoring these and the action plans.	SINCs; monitoring; resources	Comment noted.
See above comments. Please concentrate on essential services and cleaning gardens and streets of rubbish	Resources	Comment noted.

Comment received	Theme of response	City Corporation response
<p>Does the City have a light pollution policy? Too many offices remain illuminated & with Tv's left on 24hrs a day, 7 days a week. Could the impending green space on Ben Johnson podium be more carefully thought through? There appeared to be more birds thriving in the old garden that predated the Nigel Dunnet redesign. Could we have a space more dedicated to wildlife, and preferable incorporates anti-skateboarding measures.</p>	<p>Barbican; lighting</p>	<p>Comment noted. The City of London Lighting Strategy includes guidelines to help reduce light spillage and glare from retail and office premises.</p>
<p>The City of London is very polluted with traffic. Maybe the Biodiversity Plan should have a link to the reduction in Pollution plan? The other issue that relates to Biodiversity is rubbish and waste. Some roads and streets are a mess with strewn rubbish and this should be reduced to enable biodiversity to flourish.</p>	<p>Air quality; litter</p>	<p>The City of London Air Quality Strategy 2019-2024 addresses air pollution and the associated benefits of greening. The City of London Transport Strategy supports clean and well-maintained public spaces.</p>
<p>Private gardens and buildings occupy the most amount of space, and therefore need more attention.</p>	<p>Priorities</p>	<p>Comment noted, the built environment and privately managed spaces are a consideration of the Biodiversity Action Plan.</p>
<p>It wouldn't surprise me if these good intentions get overridden by some development or other work the City preferred to support.</p>	<p>Priorities; development</p>	<p>Comment noted.</p>
<p>I think it's wonderful that this is being done! As a personal perspective, I think it's always good to remember that all wildlife ultimately depends on plants, at the bottom of the food chain, and the important role of 'weeds' in this structure.</p>	<p>Species; habitats</p>	<p>Comment noted.</p>

Comment received	Theme of response	City Corporation response
This does not feel that it goes far enough and fast enough. The emptying of the City during lockdown gives a wonderful opportunity to reset the dial on how the streets and green spaces could be promoted even further and be truly ambitious for a green city.	Targets; greening	This policy should not be considered the City's sum ambition towards greening and repurposing the City. The draft City Plan 2036, Climate Action Strategy, Transport Strategy all demonstrate that the City is being ambitious in driving change.
Why has Paternoster square not got any green at all for example?	open space; greening	Comment noted.
I think an effort to make rooftops into diverse gardens and have a bee hive strategy atop buildings across the city to help the rooftop and ground level gardens/parks strong and flourishing.	Green roofs	The draft City Plan 2026 supports the installation of biodiverse extensive or intensive green roofs. The action to develop guidance for pollinators in the built environment will promote opportunities to support wild bees.
Biodiversity can only be protected by ending the use of herbicides to manage plants, and creating rich and safe habitat spaces.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.
Go as far as you possibly can - we need to act ASAP to reverse the climate emergency. Any repurposing of tarmac/road space to green space should be expedited	Greening	Comment noted.
All of these sites must be supported and be a priority. I'm sure that feels overwhelming, but I think with the will power this can happen. Going pesticide free, borough wide, for starters, must be a pivot for this entire process.	Pesticides	Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.

Comment received	Theme of response	City Corporation response
<p>I hesitate to say it as I am involved with monitoring peregrine falcons in London, but I think this species sometimes receives too much attention, potentially at the expense of species like swifts, which arguably need more assistance right now. The City is only large enough to accommodate 1 or 2 peregrine pairs and many of the newer buildings are less well suited for peregrine nesting, but could potentially be utilised by swifts given the right nesting provisions. I used to hear black redstart on rooftops around the Guildhall but I'm not sure these are still attractive to them if they have had work done on them. There are definitely black redstarts in neighbouring areas (e.g. around the Law Courts) but I have not heard them around the Barbican or Moorgate in recent years. Ditto with sparrows at the Barbican. The Barbican should have massive potential for nesting birds in addition to peregrine falcons.</p>	<p>Species</p>	<p>Comment noted and this an example of how interventions for target species should be approached in different ways. Opportunities for Swifts, Black Redstarts and House Sparrows as target species will be considered as guidance is developed. The action to develop SINC Management Plans will also consider opportunities to support these species.</p>
<p>Biodiversity can only be protected by replacing the use of herbicides and other pesticides to manage plants and pests with chemical-free alternatives, and creating rich and safe habitats</p>	<p>Pesticides</p>	<p>Please refer to full statement in 'Appendix 1 - City of London Biodiversity Action Plan 2021-2026 Consultation Statement'.</p>

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Draft
City of London
Biodiversity Action Plan
2021-2026

Contents

1.0	Introduction	4
1.1	The City: A unique urban environment	4
1.2	What is Biodiversity?	4
1.3	Biodiversity in the City	4
1.4	Why does the City need a Biodiversity Action Plan?	5
1.5	Structure of the Biodiversity Action Plan.....	6
2.0	National and regional policy context	7
2.1	National policy	7
2.2	Regional policy.....	7
3.0	Local policy context	8
3.1	Local policy	8
3.2	Climate Action Strategy	9
3.3	Lighting.....	10
3.4	Urban Greening Factor.....	10
3.5	Biodiversity Net Gain.....	10
4.0	Biodiversity in the City of London	10
4.1	Habitats.....	11
4.2	Species.....	12
4.3	Sites of Importance for Nature Conservation	13
4.4	Local Natures Reserves.....	15
4.5	Open Spaces Audit	15
4.6	Access to nature and green space in the City	16
4.7	Achievements and recommendations.....	17
4.8	Health and wellbeing benefits of biodiversity	17
4.9	Education and community engagement	18
4.10	Sustainability in the built environment	18
5.0	Target species.....	19
5.1	House Sparrow – <i>Passer domesticus</i>	19
5.2	Black Redstart – <i>Phoenicurus ochruros</i>	20
5.3	Swift – <i>Apus apus</i>	20
5.4	Peregrine Falcon – <i>Falco peregrinus</i>	21
5.5	Bats – Chiroptera spp.....	21
5.6	Wild bees (bumblebees and solitary bees)	22
5.7	Stag Beetle – <i>Lucanus cervus</i>	22
6.0	Target habitats	23
6.1	Open mosaic habitat	23
6.2	Standing open water.....	23
7.0	Action Plans	23
7.1	Action Plan 1: Open space and habitat management.....	24
7.2	Action Plan 2: The built environment.....	25
7.3	Action Plan 3: Education and community engagement.....	27
7.4	Action Plan 4: Data collection, surveys and monitoring.....	28
8.0	Funding opportunities	30
9.0	How the BAP will be monitored and delivered.....	30

10.0	Appendices	36
10.1	Appendix 1: National, regional and local policy	36
10.2	Appendix 2: Protected Species and/or Priority Species records in the City of London	37
10.3	Appendix 3: Open space typology and categorisation	39
10.4	Appendix 4: Public Open Space Categorisations	40
10.5	Appendix 5: Registered Parks & Gardens	40
10.6	Appendix 6: Glossary	41

Tables

Table 1 - Sites of Importance for Nature Conservation in the City of London	13
Table 2 - Proposed Sites of Importance for Nature Conservation in the City of London	14
Table 3 - Action Plan 1: Open space and habitat management	31
Table 4 - Action Plan 2: The built environment	32
Table 5 - Action Plan 3: Education and community engagement	33
Table 6 - Action Plan 4: Data collection, surveys and monitoring	34
Table 7 - Key for action plan tables	35

Figures

Figure 1 - Map of Sites of Importance for Nature Conservation (SINCs) in the City of London	15
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1.0 Introduction

1.1 The City: A unique urban environment

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

1.2 What is Biodiversity?

Biodiversity is the term used to describe the variety of life on Earth. This includes animals, plants and fungi as well as recognisable wildlife such as birds, mammals and insects. The habitats are the places they live and how they interact with their surroundings as part of the ecosystem. Conserving biodiversity involves restoring and enhancing species populations and habitats as well as implementing measures to promote them in the future. The value of biodiversity extends beyond habitat and species with the benefits extending to a range of economic, social and intrinsic values.

1.3 Biodiversity in the City

The City of London has just under 33 hectares of open spaces which includes parks, gardens, churchyards and hard open spaces such as plazas and improvements to the highway. Most of the open spaces are small, primarily consisting of pocket parks smaller than 0.1 hectares. There is a need for additional open space in the City to provide facilities for workers, residents and visitors. These spaces help mitigate the effects of pollution and climate change, provide facilities for relaxation, tranquillity, agile working, leisure and sport, health and wellbeing and to increase biodiversity.

Ground level open spaces are mostly the result of two significant events in the City of London: the Great Fire of London in 1666 and bomb damage caused during World War II. These traumatic events resulted in damaged or destroyed buildings being repurposed and in many cases eventually becoming open spaces for the public to enjoy. Together these small, high quality and intensively used open spaces are highly valued and offer an important resource for biodiversity in the Square Mile. There is also an increasingly important resource for biodiversity at roof top level with the addition of biodiverse roofs and roof terraces.

Historically the City's open spaces have been managed primarily for amenity value and public enjoyment. However, recent changes in management practices have placed a greater emphasis on the importance of promoting biodiversity. Raised awareness of the natural environment amongst workers, residents and visitors has changed the ways in which the public enjoy, value and engage with open space in the Square Mile through interpretation, activities and events.

A full list of types of open spaces in the City of London is listed in [Appendix 3: Open space typology and categorisation](#).

1.4 Why does the City need a Biodiversity Action Plan?

According to the intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) the world is facing a biodiversity crisis. Nature is declining globally at rates unprecedented in human history, and the rate of species extinctions is accelerating, with grave impacts on people around the world now likely. The Report also tells us that it is not too late to make a difference, but only if we start now at every level from local to global.

The Biodiversity Action Plan (BAP) provides a strategic focus to ensure species and habitats are understood and considered throughout the decision making process. The BAP directly supports the overall aim of the City Corporation's Corporate Plan to shape outstanding environments.

The BAP provides a framework to ensure all legislative requirements and regional and national targets for protecting, conserving and enhancing biodiversity are met at a local level.

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

The BAP covers the open spaces, habitats and species in City of London only, regardless of ownership. Open spaces outside of the City of London are covered by the relevant local authorities' Biodiversity Action Plans or alternative policy or strategy. The City Gardens team is responsible for tree and green space management for around 200 sites in the Square Mile including parks, gardens, churchyards, plazas and highway planting.

1.5 Structure of the Biodiversity Action Plan

The aim of the BAP is to produce a set of objectives and actions to assist members of the City of London Biodiversity Action Plan Partnership Group (Partnership Group) and the wider City community in delivering strategically planned biodiversity networks for both the City and Greater London, taking into consideration both local and national priorities.

The BAP will be delivered under the following themes:

- **Open space and habitat management**

Aim: to protect and enhance habitats and species in the City.

Enable land owned and managed by both the City Corporation and privately, to be maintained and enhanced for biodiversity.

- **The built environment**

Aim: to improve infrastructure for biodiversity in the built environment

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

- **Education and community engagement**

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

Identify and encourage best practice amongst private landowners and managers as well as develop the skills and knowledge of residents, City workers, school children and students through events, activities and volunteering opportunities.

- **Data collection, surveys and monitoring**

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

Establish a structured approach to surveying and monitoring of sites to inform ongoing management decisions and identify future areas of priority. This includes professional ecology surveys, citizen science opportunities and records collected by voluntary groups and individuals.

2.0 National and regional policy context

2.1 National policy

In 2018 the Government published 'A Green Future: Our 25 Year Plan to Improve the Environment' which sets goals and targets for improving the environment. The Plan focuses on a number of cross-cutting themes including embedding an 'environmental net gain' principle for development, creating additional green infrastructure, planting trees and developing a Nature Recovery Network to support landscape-scale restoration of nature.

Under the Natural Environment & Rural Communities Act 2006 (NERC), as a public authority in England, the City Corporation has a duty to 'in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity'. This may include promoting biodiversity in planning and development, recognising the importance of conserving and enhancing biodiversity in public authority managed land and buildings and managing green infrastructure to support biodiversity.

The National Planning Policy Framework (NPPF) 2019 states that planning should contribute to conserving and enhancing the natural environment, habitats and biodiversity.

The City Corporation will participate in the emerging requirements to develop a Nature Recovery Strategy and co-ordinate with neighbouring boroughs.

The BAP should also consider national strategies such as The National Pollinator Strategy, which seeks to protect pollinating insects that support food production and the diversity of our environment.

2.2 Regional policy

The London Plan 2021 is an overall strategy document and policy framework for London, which includes green infrastructure, urban greening and biodiversity. Many of the objectives of the London Plan are incorporated and delivered as part of the City Corporation's Local Plan.

The London Environment Strategy includes action to make London cleaner, greener and ready for the future. The strategy includes policies to protect nature conservation sites, create priority habitats, conserve priority species and to ensure net gain in biodiversity.

3.0 Local policy context

3.1 Local policy

The proposed new City of London Local Plan, call the City Plan 2036 and currently referred to as the draft City Plan 2036, sets out the City Corporation's vision, strategy and objectives for planning up to 2036, together with policies that will guide future decisions on planning applications.

Once adopted, the draft City Plan 2036 will replace the current City of London Local Plan adopted in January 2015.

Policy OS3 of the draft City Plan 2036 specifically addresses biodiversity and states that development should aim to secure net gains for biodiversity where possible by incorporating measures to enhance biodiversity, including:

- Retention and enhancement of habitats within Sites of Importance for Nature Conservation (SINCs), including the River Thames
- Measures recommended in the City of London Biodiversity Action Plan (BAP) in relation to particular species or habitats
- Green roofs and walls, gardens and terraces, soft landscaping and trees
- Green corridors and biodiversity links
- Wildlife-friendly features, such as nesting or roosting boxes
- A planting mix and variation in vegetation types to encourage biodiversity
- Planting which will be resilient to a range of climate conditions, with a high proportion of native plants
- A lighting scheme designed to minimise impacts on biodiversity

The City Corporation has developed a series of strategies for improving streets and public spaces in the Square Mile which incorporate elements such as tree planting and urban greening. These are integral to supporting biodiversity in the planning process.

The BAP supports the City Corporation's Corporate Plan's aims to:

Contribute to a flourishing society

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

Support a thriving economy

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

Shape outstanding environments

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

The City of London Open Space Strategy, which was adopted as a Supplementary Planning Document (SPD) in January 2015, sets out the principles to help improve the quality, management and accessibility of the open spaces of the Square Mile. The strategy comprises of ten strategic objectives which include ensuring that existing and new spaces make a positive contribution to the biodiversity value of the City through appropriate plant choice and habitat creation. A full list of the policies that support biodiversity in the City is set out in [Appendix 1](#).

3.2 Climate Action Strategy

The City Corporation has adopted its radical Climate Action Strategy 2020-2027 which breaks new ground and has the following goals:

- City Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040.
- The City Corporation and its assets are resilient to climate change.
- The City Corporation supports UK and overseas organisations to become climate responsible.

The City Corporation is enacting a variety of measures to mitigate against impact of this on the Square Mile. This is to ensure that the City of London public spaces and infrastructure are resilient to the effects of climate change.

The following Climate Action Strategy aims are supported and enhanced by the BAP:

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing
- Enhance greening and biodiversity across our public realm and open spaces

Biodiversity and climate change are interconnected. Protecting and restoring ecosystems can help us reduce the extent of climate change and cope with its impact. The BAP supports the creation of biodiverse green infrastructure to support the climate resilience of the Square Mile. This also assists with mitigating and adapting to the impacts on habitats and species and changes in prevalence of pests and diseases.

The BAP plays an important role in raising awareness of the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity, access to nature and overall wellbeing.

The aim to incorporate more greenery in the City's streets and public spaces is supported by both the City of London Air Quality Strategy and Transport Strategy.

3.3 Lighting

The City of London Lighting Strategy aims to deliver a creative, holistic and smart approach in which light and darkness are better balanced to meet both a functional and aesthetic need. It is vital that impacts of lighting on sensitive species such as bats are considered during design, construction and operation of new developments especially in sensitive areas adjacent to SINCs and near lakes and rivers.

3.4 Urban Greening Factor

The London Plan 2021 states that major development proposals should contribute to the greening of London by including urban greening from the outset of the development design process. Boroughs should develop an Urban Greening Factor (UGF) to identify the appropriate amount of greening required in new developments.

In response to this requirement, the draft City Plan 2036 requires that major development proposals will be required to include a UGF calculation demonstrating how the development will meet the City Corporation's score of 0.3 as a minimum.

3.5 Biodiversity Net Gain

The draft City Plan 2036 states that development should aim to secure net gains for biodiversity where possible by incorporating measures to enhance biodiversity. The emerging Environment Bill will ensure that the delivery of Biodiversity Net Gain (BNG) through development becomes a mandatory part of the planning process.

4.0 Biodiversity in the City of London

The City Gardens team commissioned Greengage Environmental Ltd to undertake an audit of the BAP. The audit was a desk based exercise primarily based on data provided by Greenspace Information for Greater London (GiGL) and reviewed the City's habitats, species and policy.

The audit highlighted the successes of the BAP 2016-2020 and deficiencies which include:

- Greenspace connectivity and species distribution;
- Habitat diversity;
- Under recording of species;
- Invasive species awareness

To address these deficiencies, recommendations have been identified that can be delivered as part of the Action Plan. The recommendations of the audit target three key areas:

- Improved greenspace connectivity
- Diversification of City habitats and strategic habitat management
- Raising the profile of ecological issues and importance in the minds of the people who access and develop within the City.

Partnership Group

The Partnership Group was established to support the review of the BAP, assist with delivery of the actions and SINC review and selection process. The Group consists of representatives from the relevant departments of the City of London Corporation, business, community and resident representatives as well as ecology, species and biodiversity professionals.

As the City is unique in terms of its size, structure, opportunities and challenges for biodiversity, a more landscape-scale approach was developed for the current BAP. This means all the elements that influence habitats and species will be considered. Specific action plans will be developed for some species such as the Black Redstart and detailed guidance such as for pollinators in the built environment. This will maximise the benefits across all open and green spaces with specific objectives developed to prioritise actions for specific sites, species or areas of opportunity. Priority habitats and species have been identified at both a UK and London level by the London Biodiversity Partnership.

4.1 Habitats

The main types of habitats located in the City of London are:

- Amenity grassland
- Scattered trees
- Introduced shrub

The BAP can assist with the diversification of habitats in the long term which will both encourage greater species diversity and create habitats that are more resilient to a changing climate.

The 'priority habitats' identified by the London Biodiversity Partnership that are most relevant to the Square Mile are 'parks and urban green spaces' with an 'important habitat' identified as 'built structures'. The Action Plans have been developed to take into consideration these priority habitats. A further habitat recognised as a London biodiversity target within the City of London is standing water and the Tidal Thames, which is also the City's only Site of Metropolitan Importance for Nature Conservation (SMINC).

Whilst there are some sites with standing water that are dealt with in the BAP, the Tidal Thames is the prime responsibility of the Port of London Authority, with the City Corporation's responsibilities for the riverside and foreshore are detailed in draft City Plan 2036 Strategic Policy S17, Thames Policy Area. This states that development should not have an adverse impact on the SMINC and should seek opportunities to create or enhance riverside habitats.

4.2 Species

Species can be categorised into the following. It should be noted that a single species can be have multiple categories. The definitions are as follows:

- **Protected species** – protected by national and international legislation
- **Priority species** – species identified of particular conservation importance regionally including at a London and England scale.
- **Target species** – flagship species to consider during development and conservation in the Square Mile.

Protected and priority species that GiGL data shows frequently occur in the City and should be considered in the planning process and conservation interventions are detailed in [Appendix 2](#): Protected Species and/or Priority Species records in the City of London.

Following consultation with the Partnership Group and taking into consideration local, regional and national priorities the following species have been selected as target species:

- House Sparrow - *Passer domesticus*
- Black Redstart - *Progenitures ochruros*
- Swift - *Apus apus*
- Peregrine Falcon - *Falco peregrinus*
- Bats - *Chiropter spp.*
- Wild Bees – Bumblebees and Solitary Bees
- Stag Beetle - *Lucanus cervus*

These species are exemplars of their ecological niches, the interaction the species has with the surrounding environment, and also are in many cases highly adapted to the urban environment. They have been selected to highlight their importance within the City of London and to focus conservation management and monitoring. The target species selected also take into consideration national priority habitats and species are defined under Section 41 of the Natural Environment & Rural Communities Act 2006.

In addition to the identified target species, records held by GiGL show there are 60 species which are either legally protected or considered of national, regional or local policy.

4.3 Sites of Importance for Nature Conservation (SINCs)

The London Plan 2021 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 SINCs. SINCs are non-statutory designated sites identified by local authorities and are recognised as part of the planning process.

In London, sites are categorised of importance at a Metropolitan, Borough and Local level. The London Plan 2021 and London Environment Strategy states that SINCs should be protected.

The following sites have been identified in the City:

Table 1 - Sites of Importance for Nature Conservation in the City of London

Site Ref	Sites
	Sites of Metropolitan Importance for Nature Conservation (SMINC)
M031	The River Thames and its Tidal Tributaries
	Sites of Borough Importance for Nature Conservation (SBINC) Grade 2
CiBII01	The Temple Gardens
CiBII02	The Barbican and St Alphage's Garden
	Sites of Local Importance for Nature Conservation (SLINC)
CiL01	Pepys Garden and St Olave's Churchyard, Seething Lane
CiL02	St Paul's Cathedral Garden
CiL03	Cleary Gardens
CiL04	St Botolph without Bishopsgate Churchyard
CiL05	Aldermanbury Gardens
CiL06	The Roman Wall, Noble Street
CiL07	Finsbury Circus

SINCs are key to how the City Corporation delivers biodiversity. The small fragmented nature of the greenspaces across the highly built urbanised Square Mile need to meet many, often competing needs. This results in many SINCs having limited biodiversity potential. The focus needs to be on improving the biodiversity value of the SINCs and linking these sites with new green infrastructure.

In December 2015, the City Gardens team commissioned the London Wildlife Trust to review SINC's within the Square Mile. This included reviewing existing sites for their grading and boundary as well as three new proposed sites at Postman's Park, St Dunstan in the East Church Garden and Portsoken Street Garden.

The following changes including new and upgraded sites and boundary changes have been recommended. It is intended that these changes will be adopted as part of the draft City Plan 2036:

Table 2 - Proposed Sites of Importance for Nature Conservation in the City of London

Site Ref	Sites
	Sites of Metropolitan Importance for Nature Conservation (SMINC)
M031	The River Thames and its Tidal Tributaries
	Sites of Borough Importance for Nature Conservation (SBINC) Grade 1
CiBI01	Barbican Estate, St Alphage Garden and Barber Surgeons' Garden
	Sites of Borough Importance for Nature Conservation (SBINC) Grade 2
CiBI01	The Temple Gardens
CiBI03	Roman Wall, Noble Street and St Anne & St Agnes Churchyard
	Sites of Local Importance for Nature Conservation (SLINC)
CiL01	St Olave, Hart Street Churchyard
CiL02	St Paul's Cathedral Churchyard Gardens
CiL03	Cleary Garden
CiL04	St Botolph without Bishopsgate Churchyard
CiL05	Aldermanbury Gardens
CiL07	Finsbury Circus Gardens
CiL08	Postman's Park
CiL09	Portsoken Street Garden
CiL010	St Dunstan in the East Church Garden

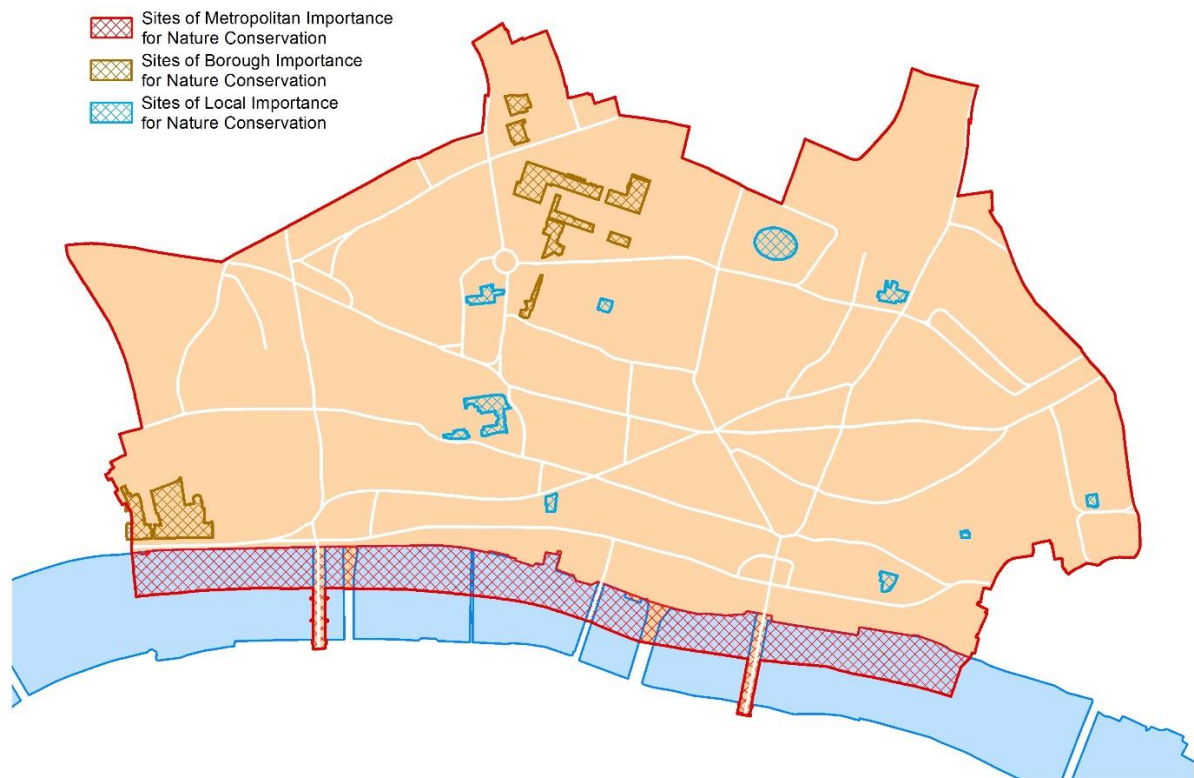


Figure 1 - Map of Sites of Importance for Nature Conservation (SINCs) in the City of London

4.4 Local Natures Reserves

The City of London does not currently have any sites designated as Local Nature Reserves (LNR). Action Plan 1 includes an objective for the potential for a site to qualify as an LNR and consider if this is an appropriate designation.

4.5 Open Spaces Audit

A comprehensive audit of all open spaces owned and managed by the City Corporation and private landowners is carried out by the Department of the Built Environment (DBE).

The draft City Plan 2036 sets out seven Key Areas of Change areas that are likely to experience significant change over the Plan period and present particular opportunities and challenges that warrant a specific policy focus. They Key Areas of Change are:

- Blackfriars
- Pool of London
- Aldgate
- Tower and Portsoken
- City Cluster
- Fleet Street and Ludgate
- Smithfield and Barbican
- Liverpool Street

The Open Spaces Audit will be used to support the BAP by identifying and prioritising biodiversity enhancements and providing access to nature and green space in the Square Mile.

4.6 Access to nature and green space in the City

Areas of deficiency in access to nature are areas in London where people have to walk more than one kilometre to reach an accessible Metropolitan or Borough Site of Importance for Nature.

Parts of both the Sites of Borough Importance for Nature Conservation (SBINC) Grade 2 located in the City of London have reduced or limited public access because they are privately owned or designated for residents' use. The nearest publicly accessible SBINC to the City of London that is managed by the City Corporation is Bunhill Fields Burial Ground. This site is located just outside the City's boundary in the London Borough of Islington.

The review recommended that the The Roman Wall, Noble Street SINC was both updated to a SBINC Grade 2 and extended to include St Anne & St Agnes Churchyard. The SINC has been renamed Roman Wall, Noble Street and St Anne & St Agnes Churchyard as a result.

Once the current recommendations have been adopted via the draft City Plan 2036, it is recommended that a future SINC review follows any major changes to a SINC. A SINC review would therefore be commissioned following the reinstatement and establishment of the SLINC at Finsbury Circus Gardens including any other proposed changes that are identified.

The opportunity to identify or upgrade sites to SBINC status may be identified as part of a SINC review. However, due to the dense urban nature of the City and the limited size of current local sites, opportunities may be limited. There is a clear deficiency in access to nature in the east of the City and particularly the City Cluster and Aldgate.

The London Plan defines deficiency in access to open space in relation to both the maximum distance residents should have to travel to access a public open space and the size and quality of that open space. The London Plan categorises public open spaces based on their structure and size. Most open spaces in the City are identified as 'Pocket Parks' with a minority of 'Small Open Spaces'. As identified in the London Plan, individuals should have access to these types of spaces within 400 metres of their homes with residential areas outside of this distance potentially defined as deficient in access to open space. Open space provision and types across London are detailed in [Appendix 4](#).

Identifying and maximising both the biodiversity potential and access for public enjoyment of these small sites in the City are of key importance. Management plans will be developed to focus both on enhancing the quality and accessibility of SINC.

4.7 Achievements and recommendations

The City of London Biodiversity Action Plan 2016-2020 has made the following significant achievements:

- A review of SINCs in the City of London was completed by the LWT in 2016.
- A Service Level Agreement (SLA) with GiGL was secured for the Open Space Department (OSD).
- Delivery of a Biodiversity Audit for the City.
- Nine predator-secure bird feeding cages were funded and installed by Friends of City Gardens (FoCG) and bird feeding is carried out by volunteers in ten City gardens.
- FoCG monitor and clean bird boxes each autumn which provide valuable information on usage.
- Barbican Wildlife Group (BWG) has made improvement to habitats in the Barbican Wildlife Garden also undertaking species monitoring and community engagement activities and events.
- Annual breeding bird survey and black redstart sightings report carried out by FoCG.
- Bat activity monitored at 14 different locations over two years and talks and walks funded, organised and delivered by FoCG.
- Bat detection workshops organised by FoCG with support from the Bat Conservation Trust and funded by the City Corporation's Central Grants Programme.
- Lunch 'n' learn event on bats and birds in the City delivered to City Corporation staff.
- Planting improvements at Postman's Park to support its proposed status as a SLINC.
- Annual participation in the RSPB Big Garden Birdwatch by volunteers at targeted SLINC sites including the production of a report and the provision of data to GiGL for inclusion in the regional wildlife records dataset.
- Working with corporate volunteers to improve habitats within the parks, gardens, and churchyards of the Square Mile such as increasing shrub cover, installing log piles and leaf composting.
- Bulb planting of nectar-rich early flowering species for early emerging pollinators.
- Enhancement of two churchyard garden with pollinator-friendly species.

4.8 Health and wellbeing benefits of biodiversity

As well as the importance of conserving habitats and species, biodiversity and activities that enhance the environment are beneficial to people. The opportunities that exist for individuals to engage and promote biodiversity in the City of London contribute to an active and healthy lifestyle. Examples include taking part in planting activities in a green space, working to create new habitats, community food growing or using walks and trails to explore nature in the City. Biodiversity is also an important contributing factor in mitigating air pollution with specific planting used to improve local air quality and raise awareness within the community.

The City Corporation is also working with external organisations based in the Square Mile, such as Bart's Health NHS Trust to increase green infrastructure across their sites. Both participating in biodiversity related activities earning Tempo Time Credits and redeeming them on physical activities such as gyms and swimming pools have a positive impact on health and wellbeing. Access to green space and nature is also linked to improving the mental health and wellbeing of individuals as well as creating quiet and tranquil areas for workers, residents and visitors.

4.9 Education and community engagement

The work of promoting and enhancing SINC's provides a valuable opportunity for individuals to share and learn new skills, knowledge and experience as well as bringing together workers, residents and visitors with a shared passion for biodiversity. This form of engagement can be vital in encouraging local residents to become champions in promoting the quality and understanding of biodiversity in the City. For this reason, biodiversity enhancement is used as a platform for many events and activities in the City's green spaces.

4.10 Sustainability in the built environment

The built environment represents an important habitat in the City. It includes historic structures and monuments as well as new developments. Historic walls, churchyards and monuments may support plants which are protected or of notable species of local importance as well as provide nesting sites for birds. The sustainability of new structures in the built environment is now a crucial element of building design, with opportunities to support and enhance biodiversity. Developers can include green roofs and walls to contribute towards Building Research Establishment Environmental Assessment Methodology (BREEAM) certification through the creation of new habitats to support local biodiversity. At rooftop level there is increasing space for biodiversity to be delivered through biodiverse roofs.

As set out in the draft City Plan 2036 proposals for major developments will be required to achieve a minimum BREEAM rating of 'excellent' and aim for 'outstanding' against the current, relevant BREEAM criteria at the time of application. It is important that both existing structures and new developments include features that enhance and compliment the network of green infrastructure across the City and take habitats and species into consideration. Planners and developers have the opportunity to incorporate biodiversity using features such as nest boxes, biodiverse roofs and sustainable drainage systems (SuDS). As open space at ground level is limited, biodiverse roofs provide an excellent opportunity to create habitat comparable to open mosaic habitat which is also priority habitat in decline.

New developments or refurbishments must not negatively impact existing habitats without including adequate mitigation. For example, the Black Redstart population in the City is estimated to be at least 10 % of the UK breeding population. This is regarded as 'significant' and any changes to the rooftop habitat must be carefully considered. Similarly, the Peregrine Falcon is also an urban success story with a pair nesting in the City. These unique habitats need to be preserved without disturbance to ensure these rare species are protected.

5.0 Target species

The following target species have been selected as flagship species for their wider conservation value and importance. In general, they have been selected for their low population and vulnerability in the City as species to consider within development and conservation. They also act as a focus for raising awareness and targeting biodiversity conservation actions. Many of the actions to promote these species will have wider positive benefits to biodiversity in the Square Mile.

5.1 House Sparrow – *Passer domesticus*

Once a common sight in parks and gardens across the UK, it is now widely acknowledged that there has been a severe decline in the UK House Sparrow population. It is estimated that Greater London lost 70% of its House Sparrow population between 1994 and 2001. Due to this rapid population decline the species has received the highest level of conservation concern, red status, with the species needing urgent action. The reasons for this decline are complex and include disease, availability of food, air pollution and loss of habitat and nesting sites. The decline in House Sparrows has also been observed in the City with a few isolated colonies on the City fringes including Fortune Street Park and the Tower of London.

The priority actions for House Sparrows may also have a positive impact on all bird species present in the City, with interventions based in specific sites. Guidance will be developed and included in an ecology toolkit and SINC management plans to ensure habitat interventions are tailored to the needs of the House Sparrow. These recommendations will include provision of nest boxes, planting seed rich species, trialling supplementary feeding of protein-rich food during the nesting season and establishing more areas of dense shrub cover. It is also vital to engage with partner organisations and residents through citizen science initiatives to gain a greater understanding of the House Sparrows' remaining presence in the City.

5.2 Black Redstart – *Phoenicurus ochruros*

The Black Redstart is a small robin-sized bird that has adapted to live in the urban environment. There are fewer than 100 breeding pairs in the UK and the Black Redstart features on the red list of birds of conservation concern. The Black Redstart was first reported in London in the 1920s and the species has adapted to living in industrial and urban areas. The population increased significantly following the Blitz when bombsites provided the ideal habitat. The rubble between the bombed-out shells of buildings replicated the bare and stony cliffs of the Black Redstarts' natural habitat.

Central London and specifically the City of London are an extremely important location for this species, with a significant percentage of the national breeding population located in the Square Mile. The population is probably made up of resident pairs and breeding birds that travel from western to southern England between March and May and returning to wintering sites from September. The Black Redstart's population has seen a drop in numbers over the decades which have mainly been linked to loss of breeding sites as buildings have been redeveloped. The increase in the number of green roofs in the City is likely to be the key to continued success of this species in the Square Mile. A Species Action Plan will be developed to provide developers and building managers with advice on enhancing their roofs for the Black Redstart.

5.3 Swift – *Apus apus*

Swifts are summer visitors to London that arrive in April and leave in August to over-winter in Africa. They feed on insects and other invertebrates. Swifts nest in the crevices of cliff faces and have adapted to make the urban landscape their home by taking advantage of features that replicate this environment, favouring the eaves and roof space of buildings. Modern building design and the redevelopment of buildings have meant Swifts have been excluded from suitable breeding sites which have led to their significant decline in the UK. It is recommended that building management guidelines include retrofitting of Swift nesting boxes in refurbished buildings as well as new developments along the Thames riverside. Once there's a greater understanding of the Thames Riverside environment, opportunities for other species such as the House Martin may be identified.

5.4 Peregrine Falcon – *Falco peregrinus*

Peregrine Falcons have been present in the City for several years. They are given the highest degree of legal protection under Schedule 1 of the Wildlife and Countryside Act 1981. The species is present in many urban areas with the nesting sites closely monitored. Around 20% of the European peregrine population breeds in the UK and therefore it is important to protect this species.

The Peregrine Falcon's natural habitat is cliff ledges. These birds are attracted to the City as tall buildings mimic this habitat. The species also act as a natural predator of pigeons. One pair regularly nests in the City and has successfully raised young for several years. It is important that the nesting sites of these birds are protected, that artificial nests are installed at appropriate locations and building managers and occupiers are made aware of their significance and protected status.

5.5 Bats – *Chiroptera spp.*

There are 17 species of bats in the UK with the Common Pipistrelle, *Pipistrellus pipistrellus*, being the most common species in the inner London boroughs. Bats forage on insects such as moths and beetles and have specific roosting and hibernating preferences. They forage over water and use tree lines to aid navigation. The Common Pipistrelle is the species that has been identified most frequently as roosting and foraging within the City but other crevice-roosting species are also likely to be present.

Bat activity monitoring by FOCG has provided a vital insight and valuable data on presence of bats across the City. This data can support further opportunities to target monitoring to gain knowledge of roosts and commuting and foraging routes. Bats are regularly seen over the Barbican lakes and gardens, but they are also widespread elsewhere in the City.

Further surveying and monitoring are required to establish their distribution in the Square Mile. A group of volunteers has now been trained by FoCG to undertake bat walks which will take place during the summer months.

There continues to be a significant threat to bats in the UK in terms of loss of roosting, maternity and hibernating sites in both natural and artificial structures. Loss of suitable feeding sites and disruption of flight paths due to artificial lighting also have an impact on bat populations.

It is vital to raise awareness on the law protecting bats and their roosts from disturbance and the opportunities to increase individuals' knowledge and understanding of the potential for bats in the Square Mile. Interventions to protect habitats for bats in the City must include considering the impact of surrounding development. Habitat enhancements can include night-scented planting and appropriately-positioned artificial roosting sites such as bat boxes or bat bricks incorporated into buildings.

5.6 Wild bees (bumblebees and solitary bees)

Wild bees, which includes bumblebees and solitary bees, face serious decline from a range of pressures including habitat loss, pesticide use and climate change. Along with other types of pollinators such as wasps, butterflies, moths and hoverflies, these insects are vital to our environment with many of our food crops dependant on pollinators. The City is also home to domesticised honey bees managing in hives, often at roof level, by beekeepers.

Urban areas can provide a diverse range of flowering plants which extend the season and availability of pollen and nectar as well as providing nesting opportunities. This can be achieved by including nectar-rich planting in landscaping schemes and providing suitable nesting sites, either within the landscape or as artificial structures. Biodiverse roofs which provide an open mosaic habitat can also contribute towards providing suitable habitat.

Several of the Action Plans support wild bees and other pollinators in a number of ways. This includes developing guidance on supporting pollinators in the built environment, producing an ecology toolkit and biodiversity checklist and guidance for developers. SINC management plans will identify site specific opportunities, protect existing features and amend maintenance regimes to improve the quality and diversity of habitats. Solitary bee species are typically under recorded in the City. The action to develop a biological recording strategy will assist with developing a greater understanding of pollinators and supporting flora in the Square Mile so interventions can be tailored to support specific species.

5.7 Stag Beetle – *Lucanus cervus*

The Stag Beetle is the UK's largest ground living beetle with concentration in population in south-west London. The Lesser Stag Beetle has been observed in the Barbican Wildlife Garden. Stag Beetles have a lengthy life cycle lasting up to seven years from egg to adult. The larvae rely on dead or decaying wood such as fallen trees, branches and stumps. The Stag Beetle is a nationally threatened species. The population decline is related to habitat loss due to development and the sanitisation of parks and gardens with the removal of dead and rotting material. Predators such as foxes can also disrupt the Stag Beetles from completing their life cycle.

Raising public awareness of the Stag Beetle, its life cycle and the benefits of dead and decaying wood, leaf litter and not 'tidying up' green spaces will help create suitable habitats for the wider invertebrate population. Leaf composting areas will be one of the features considered for all SINC sites as an outcome of site-specific SINC management plans. Log piles have been installed in many of the existing SINC sites and will be considered for newly designated sites. Stag Beetles act as an excellent flagship species to both engage with the public and promote positive habitat management for all invertebrates.

6.0 Target habitats

Two target habitats have been identified where there is the opportunity to create or enhance space for biodiversity within new or existing green spaces or the built environment. These habitats are also an important part of supporting the target species.

6.1 Open mosaic habitat

'Open mosaic habitats on previously developed land' has been identified as a priority habitat to create or restore in the London Environment Strategy. This habitat is typical of old industrial sites and was common in the City in the form of rubble of bomb damaged buildings following the Second World War. Biodiverse roofs can be created to replicate this habitat to create a range of conditions to support flora and invertebrate communities. This can be achieved with varying substrate depths, areas of bare ground and appropriately selected wildflower seeds and plug plants to suit the conditions. Features can include pebbles and stones, sandy mounds, logs and rope as well as areas with water. Singing posts and nesting boxes for Black Redstarts can also be incorporated.

6.2 Standing open water

Standing water, in the form of ponds and lake in the City, is identified as a priority habitat in the London Environment Strategy. Ponds and lakes are important for supporting a range of wildlife including fish, invertebrates, dragonflies, amphibians and birds as well as feeding ground for bats. There is the opportunity to improve the quality of existing ponds and lakes, create new ponds and incorporate access to water into the design of biodiverse roofs. SuDS schemes can also contribute towards increasing access to water for wildlife including pollinators as well as incorporating features such as bird baths.

7.0 Action Plans

To deliver the objectives of the BAP, four Action Plans have been developed. These deliver the key themes that support both the priority species and wider biodiversity priorities in the Square Mile.

Action Plan 1: Open space and habitat management

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

Action Plan 2: The built environment

Aim: to improve infrastructure for biodiversity in the built environment

Action Plan 3: Education and community engagement

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

Action Plan 4: Data collection, survey and monitoring

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

7.1 Action Plan 1: Open space and habitat management

It is intended that the recommendations of the review of SINCS in 2016 will be adopted via the draft City Plan 2036. The BAP also requires the City Corporation to both develop SINC management plans for sites managed by the City Corporation and to explore what equivalent documents may be in place for privately owned/managed sites.

The SINC management plan for each site will identify and develop agreed biodiversity enhancements and promote good management with a clear framework for delivery and annual review of progress. The SINC management plans will identify the specific actions for each site enabling the City Corporation to engage in a dialogue with interested parties and identify funding opportunities.

The range of enhancements will include:

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

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 damaged or destroyed in the Blitz, and memorial structures. Their structures provide an excellent host for mosses, lichens and ferns, as well as other wall-dwelling species. Many of these sites are unique habitats that will be surveyed and monitored. The SINC management plans for those sites will require all interested parties, including departments within the City Corporation, Historic England and Natural England, to be made aware of any proposed developments. The sites will be managed taking into consideration the habitat features identified and the desirability of maintaining their unique historic character. Many of these sites and structures are designated assets such as scheduled ancient monuments, listed buildings, or within conservation areas and Historic Parks and Gardens, all of which have statutory protection.

The BAP will identify opportunities to understand and contribute towards the River Thames as a Site of Metropolitan Importance for Nature Conservation. The City's artificial structures and river walls and foreshore provide an important habitat for wildlife with the Thames itself providing an important ecological corridor through the heart of London. Developments guided by the Thames Strategy and Riverside Walk Enhancement Strategy must protect biodiversity and encourage enhancements to this wildlife corridor as well as improve water quality with the use of SuDS. The City Corporation works with both the Environment Agency and Port of London Authority to enhance biodiversity along the River Thames. The Thames Tideway Tunnel which will improve water quality and associated biodiversity in the Thames by reducing sewer discharges into the river.

7.2 Action Plan 2: The built environment

The built environment includes all new and existing buildings, structures and public realm developments. Action Plan 2 focuses on the important contributions the built environment can make to supporting biodiversity. These include:

- Biodiverse roofs and green walls
- Tree planting
- Environmental enhancement schemes
- Biodiversity-rich planting schemes
- SuDS
- Installation of artificial nest boxes for targeted species

The draft City Plan 2036 supports the installation of biodiverse extensive or intensive green roofs and green walls on all appropriate developments. This has the potential to contribute significantly to the biodiversity and climate resilience of the City of London, complementing the network of green spaces at ground level. Well-designed biodiverse roofs provide the ideal opportunity to create the open mosaic habitat typical of brownfield sites, replicating the habitat favoured by species such as the Black Redstart. Although biodiverse roofs may have constraints depending on their location, they can provide favourable growing conditions such as a sunny aspect, which may be limited at ground level. This can increase the planting palette available to designers and provide opportunities for biodiversity. Roof gardens and terraces also play an important role in allowing access to amenity space for building occupiers and the wider community with the added value of providing connected aerial habitats. These spaces should be designed with consideration to supporting any biodiversity enhancements.

The City has an established network of ground level open spaces. Both street trees and environmental enhancement projects have the potential to improve the connectivity of SINC, green spaces and associated habitats. The draft City Plan 2036 acknowledges the importance of enhancement schemes which include trees and soft landscaping that promote biodiversity and link existing green spaces and routes in green corridors. The City of London Tree Strategy Part 2 also promotes the aim to increase existing stock and encourage green corridors that contribute to the biodiversity of the City.

Significant opportunities exist to improve the connectivity of green spaces and their biodiversity value. Development of the built environment has the potential to enhance the habitats of priority species that have adapted to and made the Square Mile their home. All buildings and infrastructure must therefore positively contribute to a range of sustainability issues and opportunities with biodiversity a key component. It is imperative that at an early stage in any development or landscape improvement that consideration is given to both the impact of new developments and potential for biodiversity enhancements. To ensure the maximum benefits to biodiversity are realised, the context of where the site sits in relation to the local biodiversity network, assessing assets such as individual trees, open spaces, SINCs, standing water and how the development can enhance, contribute and not detract from what is already there.

Considerations for not negatively impacting on the existing biodiversity network include:

- Ensuring lighting associated with construction sites does not unnecessarily illuminate nearby open spaces and disrupt bat foraging routes.
- Ensuring new lighting in public realm enhancement schemes does not have an adverse impact on biodiversity.
- Over provision of nesting boxes for territorial species in an area that can only support small numbers e.g. Peregrine falcon

Assets that should be considered to be included in any enhancement include:

- Installing well positioned and specified artificial nesting boxes or habitats.
- Retrofitting artificial structures to improve habitats for species such as bats and pollinators.
- Providing standing water on site
- Introducing log piles and other deadwood habitats
- Diverse planting schemes that provide habitat and food for wildlife

Temporary assets that can be introduced during development or on vacant sites include:

- Introducing temporary green walls or other pollen and nectar-rich features on construction sites and on hoardings which in some circumstances may be in place for many years.
- Taking advantage of vacant sites such as planters, beds or borders or areas undergoing redevelopment by sowing wildflower species to provide pollen and nectar as well as a temporary visual amenity.

Wherever possible providing interpretation on the background and history of a site as well as importance of features such as street trees and green roofs. Such suggestions can be developed in guidance to support the BAP.

7.3 Action Plan 3: Education and community engagement

Action Plan 3 covers a wide remit, including:

- Promoting a greater understanding of the City's biodiversity and informing stakeholders how their work or leisure might impact on the natural environment.
- Providing opportunities for stakeholders to contribute towards initiatives designed to enhance biodiversity in open spaces and to learn new skills.
- Encouraging volunteers and City Gardeners to work together on biodiversity projects.

The City has several established community and voluntary groups that engage in activities which promote and enhance the value of biodiversity in the City. These activities include:

- Weekly gardening sessions to support biodiversity at the Barbican Wildlife Garden by the BWG supported by a City Gardener.
- Workshops and other activities organised by BWG.
- Weekly garden maintenance sessions and one-off green space projects organised by FoCG volunteers for residents and corporate volunteers.
- Bird feeding and bird bath cleaning in 10 City gardens by FoCG volunteers.
- Monthly Bee Walks to support the national recording scheme run the Bumblebee Conservation Trust.
- Data collection and reporting to GiGL by FoCG and BWG volunteers.
- Nic's Secret Garden and Plant Rescue Nursery created and maintained by a City Gardener, with the assistance of BWG volunteers in an otherwise unused City space.
- Middlesex Street Gardeners' Club and Golden Lane Estate Allotment Group – "Golden Baggers"
- Support of and participation in campaigns such as the Royal Horticultural Society (RHS) It's Your Neighbourhood and London in Bloom that bring together City businesses and community and voluntary groups to have a positive impact on biodiversity in the Square Mile.
- The use of social media and dedicated websites by FoCG, BWG and Golden Baggers.

Community and voluntary groups provide a significant contribution in supporting biodiversity in terms of raising awareness of species and improving habitats. Their work should be supported and assistance provided in identifying funding streams that support their work.

National award schemes such as RHS Britain in Bloom and the Green Flag Awards and Green Heritage Site Accreditation managed by Keep Britain Tidy recognise the importance of considering biodiversity in all aspects of parks and open spaces management. The schemes also provide a stimulus for managers to strive for excellence and promote their achievements to a wider audience.

The City Gardens team will encourage City businesses to undertake corporate social responsibility (CSR) commitments in the City's green spaces. This will provide the ideal opportunity for City businesses and their employees to gain a greater understanding of the network of open spaces available in the City and make a positive contribution to biodiversity. This has a positive impact on building a stronger and engaged community in the City as well as developing the skills of individuals.

The City Gardens team will support raising awareness of the value of biodiversity in the urban landscape and how colleagues, workers, businesses and residents can help to protect and enhance it. The City Corporation supports the London-wide campaign to raise awareness of what SINC's are and their importance in the context of both the City and Greater London.

Biodiversity is an excellent platform to engage with children and to increase their understanding of the natural world. There are two state primary schools that take the majority of the City's resident children – The Aldgate School in the east of the City and Prior Weston, a London Borough of Islington primary school on the north-west edge of the City, adjoining Fortune Street Park, as well as another primary school, City of London Academy Islington (CoLPAI) also on the north-west edge of the City. In addition to these state schools there are several private schools and nurseries in or on the fringes of the Square Mile. Volunteer groups already work with both state schools and other nurseries to provide learning opportunities and support gardening activities. Both the City Corporation and volunteer and community groups can be of key importance in working with schools to support curriculum-based biodiversity activities. The City Gardens team will also identify and support opportunities for adult learning, both for individual personal development and to support biodiversity.

The City Corporation website will be developed to include information on biodiversity of the City, raise awareness of SINC's and explain what individuals and businesses, especially through volunteering and CSR, can do to support biodiversity in the Square Mile. Communication channels should be used to raise awareness of how biodiversity is being supported as well as disseminate good practice guidance. They will also be used to signpost respondents to other more detailed sources of information and how they can engage with delivery of the BAP.

7.4 Action Plan 4: Data collection, surveys and monitoring

It is essential that data on species and habitats is systematically collected and digitally recorded. This information can be used to inform planners and developers, help shape management plans and demonstrate the importance of green spaces and associated green infrastructure features. The data collected is a vital element for developing an evidence base for evaluating the success of interventions, and guiding future work. It is important to promote the value of the data to potential user groups and that the City Corporation contributes to the regional and national agenda to understand and protect biodiversity.

Analysis of the available data on protected species in the City shows a varied distribution of species which can possibly be linked to under-recording and monitoring of species. The lack of species records does not necessarily mean lack of presence. There is no evidence of recent species records for several SINC, which limits the ability to assess their current situation. Therefore, there is a need to target the monitoring of SINC and in particular underreported SINC. The management and monitoring of biodiverse roofs once installed is also an important to improve the understanding of how these roofs contribute to urban biodiversity.

GiGL is London's environmental record centre. It receives, collates and manages detailed information on aspects of open spaces, including habitat and species information. This data is available to planners and developers, to enable them to make informed decisions to protect and enhance biodiversity. GiGL's habitat and species datasets provide valuable information and it is important that this information is understood and considered to ensure that informed decisions are made.

More can be done to encourage the monitoring of successful habitats, provide information to make enhancements and inform future projects. The City Gardens team, planners and volunteers will actively engage with developers and building managers to encourage more ecological surveys of these habitats and the sharing of information. Data is invaluable to support funding bids and further ensure that projects and developments take into consideration the specific conditions that influence biodiversity in the City.

The OSD SLA with GiGL which provides access to data and services that can inform the decision making process to protect and enhance biodiversity. The data and interpretation provided by GiGL has been essential for supporting the SINC Review process and Biodiversity Audit as well as providing the evidence base for the BAP. Action Plan 4 highlights the need to continue to maintain an SLA with GiGL and promote and utilise the data and services available. The datasets held by GiGL should be reviewed to ensure they are an accurate reflection of the open space provision and urban greening in the Square Mile. The OSD will work in conjunction with the DBE when commissioning, collating and monitoring data.

The BAP identifies the need to monitor protected, priority and City specific target species. This can be achieved by a combination of data collection methods including commissioning systematic and targeted species surveys to gain a better understanding of the species and supporting habitats. A biological recording strategy will be developed to identify the priorities for monitoring from a species data perspective. The strategy will identify opportunities to inform the City's community about the City's open spaces and biodiversity and identify both existing and new opportunities to engage, such as RSPB Big Garden Birdwatch and City Nature Challenge. Species monitoring and recording also provides an accessible, achievable and measurable outcome for investment in biodiversity identification and survey training.

8.0 Funding opportunities

The City Gardens team will work with community and voluntary groups to access funding and sponsorship opportunities as they arise. These may be national schemes run by corporates, Heritage Lottery funding, Community Infrastructure Levy (CIL) funds, planning obligations commonly referred to as section 106 agreements or other City funds including the Social Value element of the City Corporation's procurement process.

9.0 How the BAP will be monitored and delivered

As progress towards achieving the actions of the BAP is made, it is important to record and communicate this to the members of the Partnership Group as well as the wider public. Lead Partners will update their actions on an annual basis and meet to review progress made. Biodiversity information, including the annually updated actions which will be provided to committee and made available to the Partnership Group.

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Table 3 - Action Plan 1: Open space and habitat management

Action No	Action	Lead Partner	Contributing Partner	To be completed by
OSHM1.1	Adopt via the City Plan 2036, the recommendations of the 2016 review of Sites of Importance for Nature Conservation (SINCs) in the City of London.	CoL PP	CoL OSD	2022
OSHM1.2	Schedule and secure funding for a future SINC review. Identify any proposed new sites, boundary changes or upgrades to be included as part of the review.	CoL OSD	SINC landowners/ managers	2025
OSHM1.3	Assess the potential of the Barbican Wildlife Garden to qualify as a Local Nature Reserve (LNR) and consider if that is an appropriate designation for this garden.	CoL CCS CoL OSD	BWG CoL PP	2023
OSHM1.4	Secure funding and commission for an ecologist to produce SINC management plans for all City Corporation managed SINC sites. Work with landowners and managers to develop management plans for privately owned/managed sites.	CoL OSD		2026
OSHM1.5	Carry out a baseline survey and commission and adopt a Black Redstart species action plan.	CoL OSD	FoCG	2024
OSHM1.6	Set up of a multi-departmental working group to develop guidance on managing historic walls, memorials and structures for biodiversity.	CoL HES	CoL OSD CoL CS	2024

Table 4 - Action Plan 2: The built environment

Action No	Action	Lead Partner	Contributing Partner	To be completed by
BE2.1	Develop an ecology toolkit and biodiversity checklist for the City of London Corporation staff as tool to support projects and public realm schemes.	CoL OSD	CoL DBE	2022
BE2.2	Following the enactment of the Environment Bill, assess how the City Corporation will meet its duties as a local planning authority in respect to aspects of the bill that are covered by amendment to the Town and Country Planning act, such as Biodiversity net gain.	CoL PP	CoL OSD	2026
BE2.3	Following the enactment of the Environment Bill, assess how the City Corporation will meet its duties as a local authority and implement strategies that are not covered by amendments to the Town & Planning Act.	CoL OSD	CoL PP	2026
BE2.4	Develop Sustainability Planning guidance encompassing, but not limited to, Green infrastructure, Biodiversity and Climate Resilience to ensure Developers and Planning officers take appropriate steps at pre-planning application and design development stages to meet local policy and national legislation.	CoL PP	CoL OSD	2024
BE2.5	Review and amend the existing planning application validation process to incorporate consideration of whether biodiversity surveys and reports are relevant and necessary for an application.	CoL DM	CoL OSD	2022

Table 5 - Action Plan 3: Education and community engagement

Action No	Action	Lead Partner	Contributing partner	To be completed by
ECE3.1	Provide advice, guidance and training to support the BAP both for City Corporation employees and the wider City community including residents, businesses, visitors, schools, colleges, developers and land managers.	CoL OSD	BAP PG	2026
ECE3.2	Support resident and community groups that contribute to local and national species recording and monitoring initiatives, through providing direct support for initiatives, by providing training and by collecting and promoting best practice that current groups have demonstrated.	CoL OSD	FoCG BWG	2026
ECE3.3	Develop guidance on supporting pollinators in the built environment by enabling biodiversity partnership working group.	CoL OSD	BAP PG	2023
ECE3.4	Promote and disseminate guidance for the London Invasive Species Initiative (LISI) species to raise awareness of these species and how they should be managed.	CoL OSD		2022

Table 6 - Action Plan 4: Data collection, surveys and monitoring

Action No	Action	Lead Partner	Contributing partner	To be completed by
DCSM4.1	Maintain, improve, promote and utilise the information and services available via the GiGL SLA including to be achieved through providing internal training.	CoL OSD	CoL DM CoL PP CoL M&I GiGL	2026
DCSM4.2	Develop and implement a planning condition which requires developers of relevant schemes to collect and submit relevant biological data of their site to the CoL PA to improve data monitoring and assessment on biodiversity trends in the City.	CoL PP COL DM		2022
DCSM4.3	Produce a biological recording strategy to target SINC's with under-recording of species and promote good practice. To include identification of target sites, under-recorded and desired species, promotion of best practice, identifying and promoting appropriate recording methods for different audience and supporting existing citizen science and species specific campaigns.	CoL OSD	BAP PG GiGL	2023
DCSM4.4	Identify funding to carry out a Black Redstart and bat baseline survey to guide future management interventions and enhancements.	CoL OSD		2025
DCSM4.5	Undertake below ground mapping to identify opportunities and barriers for establishing new green infrastructure and SuDS within the public realm.	CoL ERT		2024
DCSM4.6	Research and establish an approach to monitoring earthworms as an indicator of soil health and condition.	CoL OSD		2025

Table 7 - Key for action plan tables

Abbreviation	Organisation
CoL OSD	City of London Corporation, Open Spaces Department
CoL DBE	City of London Corporation, Department of Built Environment
CoL PP	City of London Corporation, Planning Policy
CoL DM	City of London Corporation, Development Management
CoL M&I	City of London Corporation, Monitoring & Information team
CoL CS	City of London Corporation, City Surveyor's Department
COL ERT	City of London Corporation, Environmental Resilience team
CoL CCS	City of London Corporation, Community and Children's Services
BAP PG	City of London Biodiversity Action Plan Partnership Group
FoCG	Friends of City Gardens
BWG	Barbican Wildlife Group
GIGL	Greenspace Information for Greater London

10.0 Appendices

10.1 Appendix 1: National, regional and local policy

The list below outlines the key policy and legislation at a local, regional and national level to which the BAP contributes towards their delivery and support:

National policy

A Green Future: Our 25 Year environment Plan

Natural Environment and Rural Communities (NERC) Act (2006)

National Planning Policy Framework 2019

Regional policy

The London Plan 2021

London Environment Strategy 2018

Local policy

City of London Local Plan 2015

Draft City Plan 2036

City of London Climate Action Strategy 2020-2027

City of London Air Quality Strategy 2019-2024

City of London Transport Strategy May 2019

City of London Lighting Strategy 2018

Joint Health and Wellbeing Strategy 2017-2020

City of London Tree Strategy Part 1 SPD 2012

City of London Tree Strategy Part 2 2012

City of London Open Spaces Strategy SPD 2015

City Gardens Management Plan 2011 – 2016

10.2 Appendix 2: Protected Species and/or Priority Species records in the City of London

Common name	Scientific name
Frequently occurring	
Black Redstart	<i>Phoenicurus ochruros</i>
Buff-tail Bumblebee	<i>Bombus Terrestris</i>
Common Cardar Bee	<i>Bombus Pascuorum</i>
Common Frog	<i>Rana temporaria</i>
Common Pipistrelle	<i>Pipistrellus pipistrellus</i>
Dunnock	<i>Prunella modularis</i>
Grey Heron	<i>Ardea cinereal</i>
Grey Wagtail	<i>Motacilla cinereal</i>
Herring Gull	<i>Larus argentatus</i>
House Sparrow	<i>Passer domesticus</i>
Kestrel	<i>Falco tinnunculus</i>
Lesser Black Backed Gull	<i>Larus fuscus</i>
Peregrine falcon	<i>Falco peregrinus</i>
Small Garden Bumblebee	<i>Bombus Hortorum</i>
Starling	<i>Sturnus vulgaris</i>
Swift	<i>Apus apus</i>
White-tailed Bumblebee	<i>Bombus Lucorum</i>
Wigeon	<i>Anas Penelope</i>
Woodcock	<i>Scolopax rusticola</i>
Rarely Occurring	
Arctic tern	<i>Sterna paradisaea</i>
Avocet	<i>Recurvirostra avosetta</i>
Cinnabar	<i>Tyria jacobaeae</i>
Common Porpoise	<i>Phocoena phocoena</i>
Common Seal	<i>Phoca vitulina</i>
Early Bumblebee	<i>Bombus pratorum</i>
Firecrest	<i>Regulus ignicapilla</i>
Gadwall	<i>Anas Strepera</i>
Goldcrest	<i>Regulus regulus</i>
Hedgehog	<i>Erinaceus europaeus</i>
House Martin	<i>Delichon urbicum</i>
Jersey Tiger	<i>Euplagia quadripunctaria</i>
Kittiwake	<i>Rissa tridactyla</i>
Red-tailed Bumblebee	<i>Bombus lapidarius</i>
Lesser Redpoll	<i>Acanthis cabaret</i>
Little egret	<i>Egretta garzetta</i>
Meadow Pippit	<i>Anthus pratensis</i>
Mistle Thrush	<i>Turdus viscivorus</i>
Mute Swan	<i>Cygnus olor</i>
Nathusius's Pipistrelle	<i>Pipistrellus nathusii</i>
Pied Flycatcher	<i>Ficedula hypoleuca</i>
Purple Emperor	<i>Apatura iris</i>
Red kite	<i>Milvus milvus</i>
Redwing	<i>Turdus iliacus</i>

Common name	Scientific name
Rarely Occurring	
Rook	<i>Corvus frugilegus</i>
Rudy Darter	<i>Sympetrum sanguineum</i>
Shag	<i>Phalacrocorax aristotelis</i>
Short-eared Owl	<i>Asio flammeus</i>
Silver-washed Fritillary	<i>Argynnis paphia</i>
Skylark	<i>Alauda arvensis</i>
Song Thrush	<i>Turdus philomelos</i>
Stag Beetle	<i>Lucanus cervus</i>
Stock Dove	<i>Columba oenas</i>
Swallow	<i>Hirundo rustica</i>
Tawny Owl	<i>Strix aluco</i>
Tree Sparrow	<i>Passer montanus</i>
Willow Warbler	<i>Phylloscopus trochilus</i>
Wryneck	<i>Jynx torquill</i>

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10.3 Appendix 3: Open space typology and categorisation

The open space typologies used for the City of London Open Spaces Audit are identified in the table below:

Typology	Primary Purpose
Civic Spaces	Civic and market squares, and other hard-surfaced areas designed for pedestrians. Providing a setting for civic buildings, public demonstrations and community events.
Primary Civic Spaces	Civic and market squares.
Secondary Civic Spaces	Other hard-surfaced areas designed for pedestrians.
Parks and Gardens	Accessible, high-quality opportunities for informal recreation and community events.
Cemeteries and Churchyards	Quiet contemplation and burial of the dead often linked to the promotion of wildlife conservation and biodiversity.
Amenity Spaces	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas.
Natural and semi-natural greenspaces	Wildlife conservation, biodiversity and environmental education and activities.
Local Green Corridors	Wildlife conservation, biodiversity, environmental education and activities.
Provision for Children and Young People	Areas designed primarily for play and social interaction involving children and young people, such as equipped play areas, ball courts, (and) skateboard areas.
Outdoor Sports Facilities	Participation in outdoor sports, such as pitch sports, tennis, bowls, athletics or countryside or water sports.
Allotments, Community Gardens and Urban Farms	Opportunities for those people who wish to do so to grow their own produce as part of the long-term promotion of sustainability, health and social inclusion. Open countryside located on the boundary of an urban area.

10.4 Appendix 4: Public Open Space Categorisations

The table below provides an overview of the Public Open Space categories as defined in the London Plan 2021. Spaces are categorised according to their size, facilities and local importance and provide a clear method to evaluate open space provision and type across Greater London.

Open Space Categorisation	Size Guidelines	Distances from homes
Regional Parks	400 hectares	3.2 to 8 kilometres
Metropolitan Parks	60 hectares	3.2 kilometres
District Parks	20 hectares	1.2 kilometres
Local Parks and Open Spaces	2 hectares	400 metres
Small Open Spaces	Under 2 hectares	Less than 400 metres
Pocket Parks	Under 0.4 hectares	Less than 400 metres
Linear Open Spaces	Variable	Wherever feasible

10.5 Appendix 5: Registered Parks & Gardens

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

Site	Grade
Finsbury Circus	II
Golden Lane Estate Designed Landscape	II
Inner Temple	II
Middle Temple	II
The Barbican	II*

10.6 Appendix 6: Glossary

Explanation of terms used in BAP:

All London Green Grid

The All London Green Grid (ALGG) is a Greater London Authority (GLA) framework to promote the design and delivery of 'green infrastructure' across London.

Barbican Wildlife Group (BWG)

The BWG is a group of volunteer local residents who, with the City Gardens team, preserve, protect and enhance biodiversity in Barbican Wildlife Garden for the education and enjoyment of all Barbican Estate residents and guests. BWG also promotes the conservation the Garden's many habitats and its retention as a wildlife haven within the City. It also aims to foster and promote biodiversity within the Estate and to work with like-minded groups and organisations to promote and foster biodiversity within and beyond the Square Mile.

Biodiversity

Biodiversity is the term used to describe the variety of life on Earth. This includes wildlife such as animals, birds and plants, the habitats which are the places they live and how they all interact with their surroundings as part of the ecosystem.

Building Research Establishment Environmental Assessment Methodology (BREEAM)

BREEAM is the world's leading sustainability assessment method for master planning projects, infrastructure and buildings. It addresses a number of lifecycle stages such as new construction, refurbishment and in-use.

Citizen Science

Citizen science is scientific research conducted by amateur or non-professional enthusiasts. Citizen science may be performed by individuals or groups of volunteers and interested parties.

City of London Corporation

The City of London Corporation provides local government and policing services for the financial and commercial heart of Britain, the 'Square Mile'.

City Gardens, Open Spaces Department

The City Gardens team are responsible for tree and green space management for around 200 open spaces in the Square Mile including parks, gardens, churchyards, plazas and highway planting. The City Gardens team is also responsible for Bunhill Fields Burial Ground just outside the City boundary in the London Borough of Islington.

Corporate Social Responsibility (CSR)

CSR is a process which companies choose to follow to take responsibility for their actions and encourage positive impacts through their activities on the environment, consumers, employees, shareholders, communities and all other members of the public who may also be considered as stakeholders.

Department for Environment Food & Rural Affairs (Defra)

Defra is a UK government department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy. Our broad remit means we play a major role in people's day-to-day life, from the food we eat, and the air we breathe, to the water we drink.

Friends of City Gardens (FoCG)

A community group of volunteers comprising City residents, City of London Guides, City workers and other interested parties. They support the City Gardens Team and have a special interest in promoting and enhancing biodiversity.

Greenspace Information for Greater London (GiGL)

GiGL is the capital's environmental records centre that collates, manages and makes available detailed information on London's wildlife, parks, nature reserves, gardens and other open spaces.

Green Corridors

Almost continuous areas of open space which are linked. They can act as wildlife corridors and serve amenity, landscape and access roles.

Green Infrastructure

A strategically planned and managed network of green spaces and other environmental features vital to the sustainability of any urban area. This includes although not exclusively trees, biodiverse roofs, green walls and green corridors.

Draft City Plan 2036

The City Corporation's Local Plan for the future development of the City of London, setting out what type of development the City Corporation expects to take place and where. It sets out the City Corporation's vision, strategy and objectives for planning up to 2036, together with policies that will guide future decisions on planning applications.

London Biodiversity Partnership

The London Biodiversity Partnership was formed in 1997 to bring together organisations to benefit wildlife and boost the capital's green space.

National Planning Policy Framework (NPPF)

Sets out government's planning policies for England and how these are expected to be applied.

Open Mosaic Habitat

Open Mosaic Habitats on Previously Developed Land (OMH) is defined by the Defra. They are found mainly in urban and formerly industrial areas and have high biodiversity value. This value includes rare plants, mosses, lichens and a large number of rare invertebrates, especially bees, wasps and beetles.

Open Space

Open space is land which is not built on and which has some amenity value or potential for amenity value. Amenity value is derived from the visual, recreational or other enjoyment which the open space can provide, such as historic and cultural interest and value. This includes open spaces in public or private ownership.

Sites of Importance for Nature Conservation (SINCs)

Sites are designated as SINCs to highlight areas of ecological value in the City. The sites are graded as being of Metropolitan (SMINCs), Borough (SBINCs), or Local (SLINCs) importance.

Sustainable Drainage System (SuDS)

A range of sustainable measures for surface water management which reduce the amount, flow or rate of surface water discharge into sewers.

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Open Spaces Department

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

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Agenda Item 8

Committee(s): Open Spaces and City Gardens Committee (Decision) West Ham Park Committee (Decision)	Dated: 13/7/2021 13/7/2021
Subject: Open Spaces and City Gardens Risk Management Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 / 5 / 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Colin Buttery, Director of Open Spaces	For Decision
Report author: Martin Falder, Project Support Officer, Open Spaces	

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 reports on the following ten risks:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change (Amber)
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red)
- OSD 005 – Pests and diseases (Red)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber)
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Green) (Proposed for removal)
- OSD 012 – Budget Reduction & Income Loss Summary Risk (Red) (Reactivated risk)
- CR32 – Wanstead Park Reservoirs (Red) (Corporate risk)

There are nine risks identified for City Gardens and West Ham Park (Parks and Gardens). Seven are amber, and two are red.

Risks related to COVID-19 are managed corporately under a separate risk register. Risks relevant to this committee have been attached at Appendix 6 for information.

Recommendation

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

- Approve the Departmental risk register as outlined in this report and at Appendix 2
- Approve the removal of OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk, as outlined at paragraph 15
- Approve the reactivation of OSD 012 – Budget Reduction & Income Loss Summary Risk
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 3

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

- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 3

Main Report

Background

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

Current Departmental Position

4. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level to align the 'current departmental risk score' with the 'target score'. The Departmental risk register provides cross references to the relevant divisional risks and lists the actions which are being taken to manage the risk, together with a 'latest note' on progress.
5. Risks are assessed regularly by the Senior Leadership Team (for departmental risks) and divisional management teams (for divisional risks). The Departmental risks are, in most cases, an amalgamation of risks identified elsewhere, intended to give a position statement for the department overall. Most sub-actions are managed divisionally.
6. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services, Culture, Heritage & Libraries

Committees and Bridge House Estates Board receive their relevant divisional risk registers in separate reports.

7. Risks related to COVID-19 are managed corporately under a separate risk register. Risks relevant to this committee have been attached at Appendix 6 for information. Once lockdown has formally concluded, we will look into merging elements of this risk register into our primary departmental risk register.

Changes to Current Risk Scores

8. Seven departmental risks remain unchanged from the previous report agreed on 2 December 2020. One risk (OSD 005 – Pests and diseases) has escalated to Red, although this is a seasonal fluctuation which is expected as part of the risk. One risk has reduced to Green and is proposed for removal, and one has been reactivated at Red. These risks are summarised below, along with their rating and score. Full details about the current risk status and the actions being taken divisionally to manage or reduce these risks can be found at Appendix 2.
9. OSD 001 – Health and safety (Amber, 8) represents the health and safety risks involved in the work of the Open Spaces department. This remains at Amber, and can be escalated if necessary. The target remains at the same level as the current risk, and we accept this level of risk.
10. OSD 002 – Extreme weather and climate change (Amber, 6). The current and target score remain at the same level, and we accept this as an ongoing risk involved in the work of the department.
11. OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red, 16). This risk score remains at red due to the current CWP budget and the mounting bow wave of works which we do not have the resources to address. The target score for this risk remains at Red (16). We are focused on maintaining at the current level of risk, and do not anticipate being able to reduce the risk score within this financial year.
12. OSD 005 – Pests and diseases (Red, 16). This risk has been assessed and escalated in line with our previously-agreed six-monthly target schedule, whereby we aim to reduce the risk to Amber (12) by winter via a programme of remedial works, including OPM spraying and Massaria surveys. We then expect this to escalate again to Red by spring of next year.
13. OSD 006 – Impact of development (Amber, 12). This item remains at the level previously reported due to the careful monitoring of planning decisions by officers. The target score is the same as the current score. We accept this level of risk at present.
14. OSD 007 – Maintaining the City's water bodies (Red, 16). This remains at the same level as previously reported. The target score has been raised to Red, however, as we no longer anticipate being able to reduce this risk to Amber within the coming year. We accept the risk and aim to maintain it at the current level.
15. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Green, 4). The rollout of ULEZ stage one was successfully managed by the Parks & Gardens

division and the expansion of the boundary in October 2021 will impact several other sites. This risk is proposed for removal, as it is being managed divisionally. Financial aspects of this risk which may have a broader departmental impact are being included in OSD 012.

16. OSD 012 – Budget Reduction & Income Loss Summary Risk (Red, 16). This risk was previously reported on and then removed in 2019. It has been reactivated in response to increased budgetary risks across the department. These include the 12% savings, of which several are unidentified TOM-related savings, and a potential reduction by 75% of grant funding by the Rural Payments Agency at The Commons. The target score for this risk is to reach Amber (6) by March 2022, although this is contingent on TOM-related savings being achieved upon the arrival of the new Executive Director.
17. OSD TBM 001 – The effect of a major event in central London 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. The target score remains at the same level as the current score at present.
18. CR 32 – Wanstead Park Reservoirs (Red, 24). This is a Corporate-level risk included in this report for information, as it is managed as part of the Corporate risk register. If works proceed on schedule, we aim to reduce this risk to Amber (8) by June 2024.

Current Parks and Gardens Position

19. There are nine risks identified across City Gardens and West Ham Park. Six are amber, two are red, and one is green. The divisional risks are:
 - OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure (Amber, 8)
 - OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment (Red, 16) (Increased from Amber, 12)
 - OSD P&G 003, Finance - Budget reductions implications (Red, 16)
 - OSD P&G 004, Tree Diseases and other pests (Amber, 12)
 - OSD P&G 005, Climate and Weather (Amber, 6)
 - OSD P&G 006, Public Behaviour (Amber, 6) (Reduced from Amber, 12)
 - OSD P&G 007, Population Increase (Amber, 8) (Reduced from Amber, 12)
 - OSD P&G 008, Major Incident resulting in prolonged 'access denial' (Amber, 8) (Reduced from Red, 12)
 - OSD P&G 009, Ultra-Low Emissions Zone (Amber, 8) (Increased from Green, 4)

The detail of the individual risks is shown in Appendix 3.

20. This risk register was last reported to committee on 16 July 2020. Since this date, 2 risks have increased, 3 have decreased, and 4 have remained at the same level. The details of the risks which have changed position are summarised below.
21. OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment has increased from Amber (12) to Red (16). The lack of investment in building and infrastructure maintenance over the past few years has greatly increased bow wave issues and the potential for a major failure of one of our assets. The risk has

therefore increased to Red. The target score has also risen to Red (16) as we do not currently have a path to remediation of these issues.

22. OSD P&G 006, Public Behaviour has reduced to Amber (6) from Amber (12). COVID-related pressures on sites have begun to ease, and measures put in place to manage these issues have largely been successful, and we are therefore confident this risk can now be reduced to reflect this work. The risk is now once again aligned with the target score of Amber (6).
23. OSD P&G 007, Population Increase has reduced to Amber (8) from Amber (12). This risk was escalated to reflect the increased visitor pressure experience by sites during the pandemic, and has now been reduced as measures have lifted. Secondary impacts are still being established, but the risk is now aligned with the target score of Amber (8).
24. OSD P&G 008, Major Incident resulting in prolonged 'access denial' has reduced to Amber (8) from Red (16), as lockdown measures have now largely been lifted with regards to our sites and we are gradually returning to normality. We will continue to monitor restrictions and manage resources accordingly. The risk is now aligned with its target of Amber (8).
25. OSD P&G 009, Ultra-Low Emissions Zone has increased from Green (4) to Amber (8), as we are preparing for the expansion of the ULEZ zone to include West Ham Park in Autumn 2021. We expect to be fully compliant and achieve our target of Green (4) before 1 November 2021, but have escalated the risk to recognise that some of the required fleet has been procured but has not yet arrived on site. Once these vehicles arrive, the risk will reduce to Green.
26. The chart in Appendix 5 shows the current Parks and Gardens risk position and the target scores.

Corporate & Strategic Implications

27. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:
 - Shape outstanding environments
 - Contribute to a flourishing societyWithin 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
28. 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

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

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – City Gardens and West Ham Park Divisional Risk Register
- Appendix 4 – Departmental Risk Score & Target Matrix
- Appendix 5 – City Gardens and West Ham Park Risk Score & Target Matrix
- Appendix 6 – Covid-19 Risks Relevant to the Open Spaces Department
- Appendix 7 – 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)

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

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 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 – Open Spaces Departmental Risks

OSD Risk Register for Open Spaces & City Gardens Committee

Report Author: Martin Falder

Generated on: 01 July 2021



Rows are sorted by Risk Score

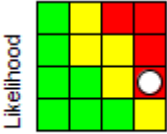
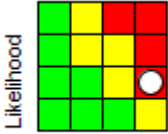

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
PR32 Cranstead Park Reservoirs (Formerly OSD 013) 09-Dec-2019 Colin Buttery	<p><i>(Cause)</i> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><i>(Event)</i> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p><i>(Impact):</i></p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Low level flooding of the park and surrounding residential/commercial areas • Park closed for several weeks • Civil claims/financial loss claims made from residents/businesses • Adverse effect on the reputation of the City corporation (Local/national media interest) • Legal action by the Environment Agency • Requirement for significant immediate CoLC funds to repair damage 	Likelihood Impact	24	Engineering study completed November 2020. Recommended a lower level of activity required than originally envisaged. While the LRR's are classified as High risk under the Reservoirs (2010) Act their Dam Category of C or D means that the outcome of failure is relatively small. Before confirming the work required, an additional assessment of the interaction between the River Roding and Ornamental Waters is being undertaken and is expected by the end of July. 24 Jun 2021	Likelihood Impact	8	30-Jun-2024	 Constant
							Reduce	

Appendix 2 – Open Spaces Departmental Risks

	• Damage to a listed landscape.					
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 d	Confirm to EA that measures in the interest of safety have been completed.	The assessment is underway and a supplementary survey has been conducted, a report is expected by the end of July.	Paul Monaghan	24-Jun-2021	31-Jul-2021
OSD 013 f	Gateway 3 report requesting funding to consider the options.	Pending the outcome and recommendations within the additional assessment.	Paul Monaghan	24-Jun-2021	30-Sep-2021

Appendix 2 – Open Spaces Departmental Risks

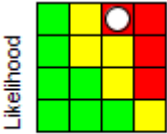
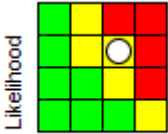

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 004 Repair and Maintenance of Buildings and Structural Assets Page 1511 30-Aug-2017 Colin Buttery	This risk summarises the most pressing 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. Reduced CWP budget and limited capital programme. Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition, resulting in fatality, serious injury to users, or permanent closure. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement for and costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of assets, loss of value. Potential serious health and safety risk on several sub-actions. 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 a summary of the most pressing Repair and Maintenance projects for the department.	 <p>Likelihood</p> <p>Impact</p>	16	Risk score remains at red in light of current CWP budget and mounting bow wave of works which we expect to escalate, rather than decrease over time. Target score remains at red, as we aim to manage this risk over the coming year rather than expecting to reduce it. Building risk projected to escalate due to lack of CWP programme. Repair and maintenance of our building and structural assets remains a significant risk for the department, and this is currently at a higher level than we are currently comfortable with. There is a lack of resource for the remedial works which are required to reduce this risk at present. 24 Jun 2021	 <p>Likelihood</p> <p>Impact</p>	16	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD 004 CC	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Cemetery and Crematorium.	The current CWP proposed schedule for cemetery and crematorium works for 21/22 has been reduced to one project costing £60k with a reserve list that is not approved totaling over 100 projects at a cost of £1.6M. Therefore, the risk to the long term maintenance of buildings is still at risk. The project to replace cremators is complete, which will be of great benefit to the operational running of the crematorium. Last year saw a moratorium on most repair and maintenance works at the cemetery, which			Gary Burks	24-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

		further adds to this risk.			
OSD 004 EF	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Epping Forest division.	<p>EF are investigating investment opportunities for the Warren House for long-term sustainable use. Investment in buildings from local risk is slow but proceeding. CWP investment is low this year. We are working closely with CSD for more detailed asset management planning.</p> <p>Several significant assets are in decline and we do not have resources currently planned to address these issues. We are aiming to maintain our current position based on existing budgets and do not anticipate significant improvement in the coming year.</p>	Paul Thomson	24-Jun-2021	31-Mar-2022
OSD 004 NL	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the North London division.	<p>East Heath Car Park Resurfacing and Drainage Capital Project works commenced in April 2021. Queen's Park Toilets Capital Funding is on hold, following re-prioritisation. A Project within the Cyclical Works Programme is being progressed.</p> <p>Parliament Hill Athletics Track Capital Project is currently Amber – Deferred / on a reserve list should funding become available.</p>	Bob Warnock	24-Jun-2021	31-Mar-2022
OSD 004 P&G	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Parks & Gardens division.	<p>Playground refurbishment delayed due to COVID and scope of project has been decreased due to additional funds being unavailable for extension. However works due to start at site in September 2021. Lido will not open in 2021 as maintenance and repairs required are not economical viable. : Savills Ltd has been instructed by City Surveyors to conduct a soft market testing exercise of the Nursery site. The information gained will help to inform the options for the next stage of reporting including strategy for disposal, budget and funding approval for Members further decision in April.</p> <p>Bunhill Fields – Wall remains fenced off. City Surveyors sub-contractors are unable to make site visits.</p> <p>Finsbury Circus Reinstatement – Gateway 3 approved at projects sub 24/3/21 to progress pavilion and staff accommodation to next Gateway.</p> <p>Tower Hill Playground – in principle funding agreed by RASC to refurbish playground. Project to be progressed once funding becomes available.</p>	Martin Rodman	24-Jun-2021	31-Mar-2022
OSD 004 TBM	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Tower Bridge & Monument division.	<p>Large renewal project for Tower Bridge required to bring electrical works up to date. This is due to start in 2021. Failure to complete these works will compromise several aspects of the bridge's operations.</p> <p>Planned maintenance regimes continue to be in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors.</p>	Chris Earlie; Priya Nair	28-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD 005 Pests and Diseases 30-Aug-2017 Colin Buttery	<p>This risk summarises 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 other invasives or indigenous species, 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>	16	<p>This risk is considered to be on a six-monthly cycle, increasing in Spring/Summer and reducing in fall-winter, and the current and target scores reflect this. Work continues on Oak Processionary Moth and other significant pest & disease works seasonally.</p> <p>Target is to reduce to Amber by Autumn / Winter 2021.</p> <p>24 Jun 2021</p>	 <p>Likelihood</p> <p>Impact</p>	12	01-Nov-2021	 Increasing
							Reduce	

Action no	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	Tree safety programme has been significantly affected this year but is being prioritised for second half of 2021. Survey work has been completed. Massaria items are high priority and will take place on programme.	Geoff Sinclair	22-Jun-2021	31-Mar-2022
OSD EF 007 d	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	As per main update.	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	Biosecurity position statement was completed. Biosecurity measures remain in place for Ramorum at Warren Plantation, however wider biosecurity measures for other pathogens are yet to be determined or agreed. A report is due by end 2021.	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 008 c	Develop an INNS policy - particular focus on OPM,	No further updates. As part of the business plan, INNS policy is due for completion and review	Jeremy	22-Jun-	01-Oct-

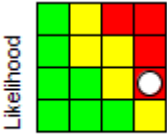


Appendix 2 – Open Spaces Departmental Risks

	although other pathogens and areas of concern to be tackled.	by 2022. There are a few new species to be considered as part of that overall policy. Resources will be considered once this is complete.	Dagley	2021	2022
OSD NLOS 004 a	This action relates to tree and plant procurement methods in the North London division.	Tree provenance is considered, the Division will source and use planting stock consistent with best practice guidance. Ongoing action.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD NLOS 004 b	This action relates to the identification and treatment against Oak Processionary Moth in the North London division.	As per the main update, the threat of OPM across the North London Division is not diminishing. We continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.	Richard Gentry	26-Apr-2021	01-Apr-2022
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 continuing. Info on training shared through HSI, Equalities Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to COVID restrictions. We aim to restart as soon as guidance allows. Online training is taking place.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections for Summer 2020 and Spring 2021 completed and resultant works being carried out. Annual programme is in place for cyclical inspections and is being met.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD TC 004 a	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 HSI and other corporate boards. Needs also reviews at 6 monthly divisional H&S meetings.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 004 b	Annual tree inspections undertaken through qualified personnel	Ongoing. Inspections continue on a schedule basis or if-and-when the need arises.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 004 c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 004 d	Measures in place for staff, volunteers and contractors	Ongoing. Tick / lyme disease information cards produced for volunteers / contractors / visitors	Allan	23-Jun-	31-Mar-

Appendix 2 – Open Spaces Departmental Risks

	including public messages	to Ashtead Common.	Cameron; Martin Hartup; Andy Thwaites	2021	2022
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Appendix 2 – Open Spaces Departmental Risks

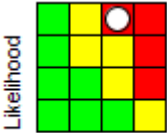
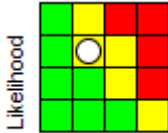

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 30-Aug-2017 Colin Buttery Page 156	<p>This risk summaries the water body management and maintenance risks across the Open Spaces Department. The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010.</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. In particular, the Wanstead reservoirs are a significant current cause for concern.</p> <p>This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required.</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>	<p>16</p>	<p>This remains at red. Details of management of water bodies are held under local divisional risk registers and the sub-actions.</p> <p>Target score has been raised to Red, as we do not expect this risk to reduce in the coming year. We accept the risk and aim to maintain it at the current level.</p> <p>24 Jun 2021</p>	 <p>Likelihood</p> <p>Impact</p>	<p>16</p>	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 004 a	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed on schedule as agreed with the panel engineer.	Martin Newnham; Geoff Sinclair	22-Jun-2021	31-Mar-2022
OSD EF 004 c	Weekly inspection of reservoirs / dam.	Ongoing action. Blue books being completed at agreed intervals.	Martin Newnham	22-Jun-2021	08-Apr-2022
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	As per main update.	Geoff Sinclair	22-Jun-2021	31-Oct-2023
OSD TC 006 a	Project development work on pond embankments.	Investigation works undertaken October 202 - March 2021. Leak and outflow repair plans to be drawn up by DBE officers and costings obtained to allow fundraising options to be	Martin Hartup	23-Jun-2021	31-Dec-2022

Appendix 2 – Open Spaces Departmental Risks

		explored.			
OSD TC 006 b	Ongoing monitoring and inspection works.	All water bodies are now actively monitored by local team in line with annual H&S work programmes.	Martin Hartup	23-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD 012 Budget Reduction & Income Loss Summary Risk	<p><i>Cause:</i> 12% budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Additional income losses across the Department if more lockdown regulations applied. Fewer people dying and requiring burials.</p> <p><i>Event:</i> Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance.</p> <p><i>Impact:</i> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).</p>	 <p>Likelihood</p> <p>Impact</p>	<p>16</p>	<p>OSD 012 has been reactivated and re-baselined in response to increased budgetary risks across the department. Some of these are COVID-related due to reduced income on visitor attractions & services, but we are also dealing with a number of other factors.</p> <p>At The Commons, the Rural Payments Agency is reassessing our agreed grant. There is the potential to reduce it by 75% which would cause a significant funding gap.</p> <p>The 12% budget reductions have been planned but £250k remain unidentified at present due to the TOM process being delayed. We are also facing costs of restoring sites after COVID and the rollout of ULEZ to a wider area, which will require investment in a new fleet of vehicles. These factors could lead to the closure/reduction of services or loss of staff, with a commensurate reputational and financial impact on the CoL.</p> <p>This risk has been set to Red (16) to reflect the current likelihood and impact of the risk occurring. The target has been set to Amber (6) for March 2022, although this is contingent on the identification of TOM-related savings upon the arrival of the new Executive Director.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>31-Mar-2022</p>	

Appendix 2 – Open Spaces Departmental Risks

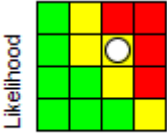
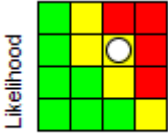

29-Jan-2019 Colin Buttery				30 Jun 2021			Reduce	Increasing
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 012 a	Departmental actions taken to mitigate this risk. This is a summary action; further divisional actions are below.	<ul style="list-style-type: none"> • A number of posts are being held vacant in preparation for the TOM. • TOM working group established in OSD to progress background work in anticipation of new Exec Director. • We are meeting regularly with Chamberlains to forecast budgets. • ULEZ rollout is being managed successfully at Parks & Gardens. Procurement on other sites remains a risk. • Negotiating with Natural England and RPA re old/veteran tree works grant. 	Gerry Kiefer	30-Jun-2021	31-Mar-2022
OSD EF 016 a	Apply for funding from the RPA - annual process	<p>Basic Payment Scheme's gradual decline has been profiled to zero by 2027. The 2021 BPS application has been made on time and expected income this year should be around £101k, compared with £127k in previous financial year. We are looking at different funding mechanisms, particularly on the buffer lands, relating to the Climate Action Strategy and other agri-environment grant systems. For the Forest, the impact of BPS reductions is more likely to be covered by other kinds of income generation outside of agri-environment, as far as we can see at this stage.</p> <p>However, the new Forestry Commission grants and carbon code related grant mechanisms will also be carefully examined.</p>	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 016 e	Working budget reduction targets for next 3 years.	Savings programmed in to this financial year rely heavily on income from car parking but EF still has about £35k an unallocated savings.	Paul Thomson	22-Jun-2021	31-Mar-2022
OSD P&G 003 a	Management of budgets & projects to reduce impact on sites and services.	As per main update.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD TBM 009a	Maintain communications within the industry and trade associations who report trends and areas of any concern.	Communications continue to be maintained with the industry and trade associations who report trends and areas of any concern	Chris Earlie; Priya Nair	27-May-2021	30-Sep-2021
OSD TC 007 a	Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures	Currently drafting Countryside Stewardship grant applications for Ashted Common and West Wickham & Coulsdon Commons. This leaves a funding vacuum of 12 months.	Allan Cameron; Martin Hartup;	23-Jun-2021	30-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

			Andy Thwaites		
OSD TC 007 c	Seek clarity/advice from RPA/Natural England (NE) and agree any possible mitigation to limit the negative impacts of proposed changes in payments, for the existing Countryside Stewardship Scheme (CSS) agreement, for Burnham Beeches and Stoke Common (BBSC).	A 10 year CSS grant funding agreement was secured for BBSC in 2019/20 – however in 2021 the RPA has revised guidance criteria on one grant item - BE6, payments relating to old/veteran tree works. These changes could result in a reduction in annual grant payments to BBSC of around 75% for the next 8 years. This would result in serious and ongoing funding gap of around £40k/year. Negotiations to try and resolve /mitigate this position are in progress with Natural England and the RPA, however it is uncertain that the negotiations will fully achieve the highlighted shortfall, if at all.	Martin Hartup	24-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

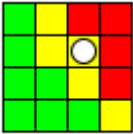
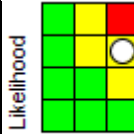

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 006 Impact of development 30-Aug-2017 Colin Buttery	<p>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</p> <p>Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities, lack of resource to consult on Local Plans.</p> <p>Event: Major development near an open space</p> <p>Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</p> <p>This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	12	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 increase to a red risk. We are currently facing issues with development at Whipps Cross at Epping Forest and Murphy's Yard in North London, which may also escalate this risk. Actions related to these items are held on divisional risk registers. 24 Jun 2021	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2021	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Waltham Forest core strategy and other LA actions plans - respond to any further consultation.	Good progress as the SAC oversight group has now met monthly since January 2021. We are now close to agreeing governance, finance, and a package of mitigation measures. There are nine local authorities involved and Natural England is chairing the meetings with the full involvement of the GLA.	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 010 c	Development and ongoing work on the Forest Transport Strategy	Limited progress has been made in relation to specific sustainable transport initiatives. Dialogue has begun with EFDC's Sustainable Transport Manager (appointed 2020) with a view to engaging with the highways authorities, both London and Essex in the near future on a	Jeremy Dagley	22-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

		more integrated strategy. An element of this is developing in the form of a proposed clean air zone within EFDC's area.			
OSD NLOS 011 a	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent 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	22-Apr-2021	31-Mar-2022
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD NLOS 011 c	The North London division monitors planning activity in order to ensure it does not impact 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	22-Apr-2021	31-Mar-2022
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. City Gardens have been actively involved in the consultation process of the local plan.	Lucy Murphy; Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 007	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	23-Jun-2021	31-Mar-2022
OSD TC 002 a	Inclusion in core strategy planning documents or equivalent. 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 with Bucks council completed and projects within in underway. Plan / mitigation strategy still a work in progress with Slough BC. Watching brief with other local authorities.	Hadyn Robson	23-Jun-2021	31-Mar-2022
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing and/or as and when.	Planning for implementation of section 106 funded project on air quality work.	Hadyn Robson	23-Jun-2021	31-Mar-2022

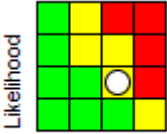
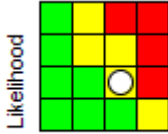

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD TBM 001 The effect of a major event in central London on the tourism business at Tower Bridge and Monument 09-Mar-2015 Chris Earlie; Priya Nair	Cause: A major event which leads to a downturn in tourism in central London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood Impact	12	No change to current position and security continue to operate aligned to threat and advice from Counter Terrorism Police. Financial aspect of this risk currently being felt due to COVID-19, but this is addressed under other risks. 24 Jun 2021	 Likelihood Impact	12	31-Mar-2022	 Constant
							Reduce	

Page 63

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD TBM 001a	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented. Meetings include assessment of current major event risk level.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.	Chris Earlie; Priya Nair	25-Jun-2021	30-Sep-2021
OSD TBM 001b	Maintain vigilant and effective on-site security systems at Tower Bridge. This action covers action taken to tackle antisocial behaviour and activity which could deter tourism.	The on site team continue to be proactive through CCTV surveillance, physical patrols and regular liaison with the statutory authorities. Recognition has been received from the City Police in respect of identifying and reporting crimes such as pick pocketing and anti-social behaviour resulting in successful prosecutions. Further plaudits and recognition received from external bodies such as Met police also. Development of the team and services is ongoing with an identified learning and development programme to ensure the safety and security of the Bridge.	Chris Earlie; Priya Nair	27-May-2021	30-Sep-2021
OSD TBM 001c	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate, to ensure we are quickly able to re-open after a major event.	All front of house staff have completed ACT (Action Counters Terrorism) E-Learning. The short SCAN (See Check Action Notify) workshops have also been delivered by the City Police with the longer workshops (half day) took place in 2020-2021 and exceptional training is provided on an ongoing basis. Daily briefings also highlight any on-going/ current issues. Ongoing action.	Chris Earlie; Priya Nair	27-May-2021	30-Sep-2021

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD 001 Health & Safety 30-Aug-2017 Colin Buttery Page 104	This risk summaries the H&S risks across the Open Spaces Department. Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor This risk is felt to be of departmental concern due the types of activities and the nature of our sites which means constant vigilance is required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	8	Significant work has been done to mitigate the health and safety risks held by the department. We do not foresee the rating of this risk changing imminently. We accept this risk as a necessary part of our daily work. 24 Jun 2021	 Likelihood Impact	8	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	25-Jun-2021	31-Mar-2022
OSD CC 001 b	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	25-Jun-2021	31-Mar-2022
OSD EF 001 c	Staff roles linked to essential and desirable training needs. Continual and annual review	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Some training items were delayed or deprioritised due to COVID-related complications. Training matrix link to induction and new starters is in place but still embedding as BAU.	Jo Hurst	22-Jun-2021	31-Mar-2022
OSD EF 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	All outlined and clarified in the agreed local H&S statement. Ongoing action.	Paul Thomson	22-Jun-2021	31-Mar-2022
OSD EF 001 f	H&S checks undertaken annually for all refreshments and	Annual licensee checks are underway. New tenancies are being negotiated. We are	Jo Hurst	22-Jun-	31-Mar-

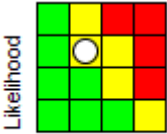
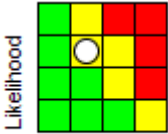

Appendix 2 – Open Spaces Departmental Risks

	food outlets under licence in the forest, excluding ice cream vans	concentrating on catering outlets where there are specific issues around hygiene ratings and other issues. Intent is to extend to all commercial tenants. Following incident at fairground June 2021, we are reviewing responsibilities and appropriate levels of monitoring, working with Local Authority Safety Advisory Group.		2021	2022
OSD NLOS 006 a	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, reviewed annually. These contribute to the OS Certificate of Assurance.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD NLOS 006 b	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	22-Apr-2021	31-Mar-2022
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
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. Regular progress meetings with CSD and contractor for larger projects. P&G team are reviewing new corporate guidance to see if we need to update our local guidance.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Undertook desk based Audit in 2020 due to COVID restrictions. 2021 review due in October / November.	Patrick Hegarty	23-Jun-2021	30-Nov-2021
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme is regularly reviewed. First Aid training is currently a focus for City Gardens team, although this is delayed due to COVID-19. We are investigating corporate options for this training as programme begins to restart. First Aid certification has been extended in light of this.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
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	COVID risks assessments for staff duties and workplaces to ensure that they are COVID safe. Messaging to public re-government guidance to help prevent the spread of the disease. Review of all RA concerning the public use of facilities including sports and use of building undertaken. One to one conversations are being had to ascertain people's work preferences and plans to return to offices. Programme of reopening offices has started.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD P&G 006 b	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	Continuing to work with met police, schools liaison and SNT's throughout second lockdown period. West Ham Park and City Gardens are very busy and may increase as weather improves.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

OSD TBM 010a	Following receipt of initial survey identify an action plan and implement asap.	Introduction of improved safe systems of works and preparation of escape plans are in progress. Works are also required to the infrastructure which are subject to Historic England approval. We are working with the City Surveyors to deliver. Consultant has been engaged for a further 6 months due to the extent and nature of the works.	Chris Earlie; Priya Nair	25-Jun-2021	31-Dec-2021
OSD TC 001 a	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	This is an ongoing action. Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings. Attendance and reporting at quarterly departmental health and safety meetings. This has been maintained over the past year, although pressure on staff has increased due to current situation.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD 002 Extreme weather & climate change 30-Aug-2017 Colin Buttery	This risk summaries the risks associated with extreme weather across the Open Spaces Department. Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Not adequately preparing for extreme weather Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure. This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	6	Risk remains at Amber. We continue to actively monitor extreme weather and climate change issues. Actions are held on divisional risk registers. 24 Jun 2021	 Likelihood	6	31-Mar-2022	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	Ongoing monitoring action. As previously: <ul style="list-style-type: none"> • Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. • It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels. No change, with 3,500 trees around the site, the risks associated with high winds remain.	Gary Burks	27-Apr-2021	31-Jul-2022
OSD EF 009 h	Grass & Heathland Fire	Nine site-specific wildfire response plans have been signed off by the respective Fire & Rescue Services. However, site inspections by junior fire officers are still planned at the	Martin Newnham	22-Jun-2021	01-Nov-2021

Appendix 2 – Open Spaces Departmental Risks

		London sites to check access routes and other infrastructure in liaison with Forest Keepers. With Essex Fire & Rescue Service, a July/August site visit has been arranged to examine infrastructure of heathland sites.			
OSD NLOS 003 a	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	22-Apr-2021	31-Mar-2022
OSD NLOS 003 b	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Emergency action plan is in place. Reviewed annually or after emergency incident. No change.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD P&G 005 a	Increased variety of species planted in order to ‘spread the risk’, e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	P&G are actively working with the Climate Action Strategy Group to research and develop a plant species list.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 005 b	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	Extreme weather policy with procedures in place to close the park when there are severe alerts of amber and red with gust of 45mph or more. An action log of these decisions is held to monitor patterns. Ongoing action.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD TC 005 a	Review and update plan bi-annually. Habitat fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site maps currently under construction in collaboration with local fire services.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 005 b	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.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 005 c	Understanding of the potential impacts of climate change on the open spaces	Ongoing research and dialogue continues. Work on carbon sequestration is being progressed.	Allan Cameron;	23-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

	Engagement in climate change research and debate		Martin Hartup; Andy Thwaites		
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Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk Page 170 29-Jan-2019 in Buttery	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green fleet policy and procurement approach.</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>	<p>Likelihood</p> <p>Impact</p>	4	This risk has been proposed for removal, as it is being managed divisionally as part of local risk budgets. The budgetary aspect of this risk is being merged into OSD 012 - Budget Reduction & Income Loss Summary Risk. Risk has been reduced to Green. The ULEZ boundary is due to expand in October 2021, incorporating several other sites, and this will require further work on fleet assessment / procurement and budget spend to replace vehicles. This risk may escalate if resources are not made available to complete procurement. 01 Jul 2021				

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 009 a	This action tracks the actions the Epping Forest division are taking to address the expanded ULEZ boundary.	ULEZ does not currently apply to the Epping Forest sites, but is due to partially fall within the boundary when it expands in October 2021. Research and procurement of Electric Vehicles and other ULEZ-compliant options is being shared across the department, based on existing work within the Parks & Gardens division.	Geoff Sinclair	25-Jun-2021	01-Nov-2021
OSD NL 009 a	This action tracks the actions the North London division are taking to address the expanded ULEZ boundary.	ULEZ does not currently apply to the North London sites, but is due to fall within the boundary when it expands in October 2021. Research into Electric Vehicles and other ULEZ-compliant options is being shared across the department, based on existing work within the Parks & Gardens division.	Bob Warnock	13-Nov-2020	01-Nov-2021
OSD P&G 009	Replacement of non-compliant vehicles. Action re-opened	CG: Fleet fully compliant.	Lucy	23-Jun-	01-Nov-

Appendix 2 – Open Spaces Departmental Risks

a	to accommodate other P&G sites (primarily West Ham Park).	WHP: Replacement road sweeper ordered and awaiting delivery. Replacement van desired model procurement framework pre-approved. Awaiting placement of order.	Murphy; Jake Tibbetts	2021	2021
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Appendix 3 – Parks & Gardens Risk Register

OSD Parks and Gardens (WHP & CG) Risk Register

Report Author: Martin Falder

Generated on: 25 June 2021



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/Risk Approach	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox;	<p>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.</p>	 Likelihood Impact	16	Lack of investment in building & infrastructure maintenance over the past few years has greatly increased bow wave issues and potential for major failures in the future. The risk has risen to Red as a result. Target score has risen to Red in order to reflect that we do not currently have a path to remediation on these issues. WHP: Nursery site surveys are being undertaken including, asbestos, remediation, topographical and utilities for disposal options. P&G: A new process for inspections and monitoring will be implemented in the next few months. 23 Jun 2021	 Likelihood Impact	16	31-Mar-2022	
							Reduce	

Appendix 3 – Parks & Gardens Risk Register

Martin Rodman						
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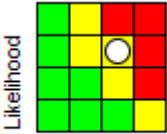
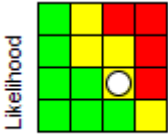

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work on operational buildings continuing to be monitored and issues fed back at Client Liaison meetings.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Lodge defects reported and rectified as breakdown but no formal inspection due to Covid. Planned for Autumn.	Martin Rodman; Jake Tibbets	23-Jun-2021	30-Nov-2021
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed quarterly at the P&G client Liaison Meeting. Ongoing action.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD P&G 002 f	Development of detailed design and implementation of the new playground project at West Ham Park.	Still aiming for start in Autumn 2021 with completion spring 2022 to help reduce risk and future maintenance liability.	Martin Rodman	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 003 Finance - Budget reductions implications Page 175 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues Event: Division is unable to deliver budget reduction programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP Impact: Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.	 Likelihood Impact	16	Budgets likely to be overspent due to need to bring in additional staff to cover for those off sick and isolating during COVID periods and additional tree works. Inability to retain and attract staff due to imposed fixed-term contracts. 12% budget reductions for 21/22 Financial Year currently unaccounted for in City Gardens resulting in likely overspend at outturn due to inability to implement restructure pending TOM. This has been flagged to the Chamberlain. Target score has increased to meet current risk score, as we are not currently able to mitigate this position. 23 Jun 2021	 Likelihood Impact	16	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 003 a	Management of budgets & projects to reduce impact on sites and services.	As per main update.	Martin Rodman	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests 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	As per the departmental risk register, we expect this risk to be higher in spring and lower in winter. This risk is to be reviewed six-monthly. We may need to increase risk levels as Caterpillars are likely to be active from March onwards so will continue to monitor. In addition, tree assessor has recommended strategic tree removal programme in order to reduce future risk from massaria and minimise unnecessary expenditure. 23 Jun 2021	 Likelihood Impact	8	01-Nov-2021	 Constant
							Reduce	

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 continuing. Info on training shared through HSI, Equalities Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to COVID restrictions. We aim to restart as soon as guidance allows. Online training is taking place.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections for Summer 2020 and Spring 2021 completed and resultant works being carried out. Annual programme is in place for cyclical inspections and is being met.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained.	Martin Rodman; Jake	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

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Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	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	Priority has been review of RA and SSOW in light of COVID and changing government guidance. Work on Health and Safety statement for City Gardens has been completed and has been shared with WHP. 23 Jun 2021	 Likelihood Impact	8	31-Mar-2022	 Constant
							Reduce	

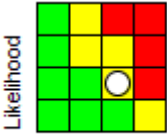
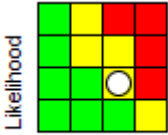

Page 178

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.	Patrick Hegarty; Jake Tibbets	23-Jun-2021	31-Mar-2022
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. Regular progress meetings with CSD and contractor for larger projects. P&G team are reviewing new corporate guidance to see if we need to update our local guidance.	Patrick Hegarty; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Undertook desk based Audit in 2020 due to COVID restrictions. 2021 review due in October / November.	Patrick Hegarty	23-Jun-2021	30-Nov-2021
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme is regularly reviewed. First Aid training is currently a focus for City Gardens team, although this is delayed due to COVID-19. We are investigating corporate options for this training as programme begins to restart. First Aid certification has been extended in light of this.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 001	Clear role and responsibilities set out in documentation	COVID risks assessments for staff duties and workplaces to ensure that they are COVID safe.	Martin	23-Jun-	31-Mar-

Appendix 3 – Parks & Gardens Risk Register

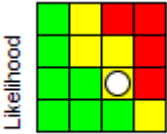
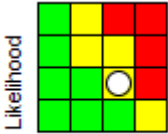

e	<p>and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action</p>	<p>Messaging to public re-government guidance to help prevent the spread of the disease. Review of all RA concerning the public use of facilities including sports and use of building undertaken.</p> <p>One to one conversations are being had to ascertain people's work preferences and plans to return to offices. Programme of reopening offices has started.</p>	Rodman	2021	2022
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Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker) 23 Nov-2015 Nicola 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	8	Impact of lockdown on sites has led to a huge increase in visitor numbers at WHP, and a marked decrease in City Gardens daytime user population. This risk has been reassessed to better reflect current population and visitor numbers at both sites. Current score has been reduced to Amber, 8, and target score has also been changed to Amber, 8, as we currently accept this level of risk. However, if there are future lockdowns or planning issues related to population increase, we will again raise this risk up to Amber, 12, or above as appropriate. 23 Jun 2021	 Likelihood Impact	8	31-Mar-2022	 Decreasing
							Reduce	

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. City Gardens have been actively involved in the consultation process of the local plan.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
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	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	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	Risk has been reduced to normal levels as lockdown restrictions have eased with regards to our sites. We will continue to monitor changes to lockdown levels and manage resources accordingly. 23 Jun 2021	 Likelihood Impact	8	31-Mar-2022	 Decreasing
							Reduce	

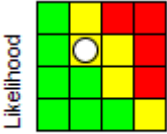
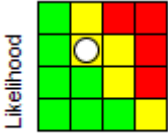

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 008 a	Review and update emergency plan	Emergency plan has been put into active use throughout the Coronavirus pandemic. Schedule a review of document in 2021 following its use.	Martin Rodman	23-Jun-2021	01-Nov-2021
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. Actions and implications are fed back to team and wider department, helping inform decision-making and awareness.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	City Gardens staff attended terrorism awareness training. On agenda at divisional H&S meeting. Corporate e-learning on ACT has been rolled out to all staff.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 009 Ultra-Low Emissions Zone 15-Mar-2019 Martin Rodman	<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	8	<p>We have achieved our target on ULEZ as fleet is now compliant in the City. However, there are further issues to resolve regarding diesel and electric vehicles. ULEZ zone will increase to include West Ham Park in Autumn 2021. Fleet has been procured for WHP to reach compliance, but is not in place yet.</p> <p>Risk will remain at Amber until vehicles arrive and are in place.</p> <p>23 Jun 2021</p>	 Likelihood Impact	4	01-Nov-2021	 Constant

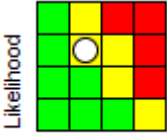
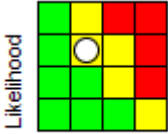

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 009 a	Replacement of non-compliant vehicles. Action re-opened to accommodate other P&G sites (primarily West Ham Park).	<p>CG: Fleet fully compliant.</p> <p>WHP: Replacement road sweeper ordered and awaiting delivery. Replacement van desired model procurement framework pre-approved. Awaiting placement of order.</p>			Martin Rodman; Jake Tibbets	23-Jun-2021	01-Nov-2021

Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	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 Impact	6	Extreme Weather Policy was rolled out in January 2020 and has used several times due to recent storms. This improves our ability to reduce risk by closing sites before extreme weather events occur. The risk remains at previous downgraded level (Amber, 6) as we have maintained a steady position on this risk. We accept the current level of risk. 23 Jun 2021	 Likelihood Impact	6	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 005 a	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	P&G are actively working with the Climate Action Strategy Group to research and develop a plant species list.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
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	Extreme weather policy with procedures in place to close the park when there are severe alerts of amber and red with gust of 45mph or more. An action log of these decisions is held to monitor patterns. Ongoing action.	Martin Rodman	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 006 Public Behaviour 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	Since the changes to lockdown restrictions, public behaviour has noticeably improved on our sites. However, return of public to the square mile has had an impact on the City Gardens sites (which were previously less affected) and there has been an increase in antisocial behaviour around the St Paul's area. Police are actively managing this issue at present. Nonetheless, we have reduced this risk to Amber, 6, as the most significant issues have receded. We will continue to monitor and escalate as necessary. We accept the current level of risk. 23 Jun 2021	 Likelihood Impact	6	31-Mar-2022	 Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 006 b	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	Continuing to work with met police, schools liaison and SNT's throughout second lockdown period. West Ham Park and City Gardens are very busy and may increase as weather improves.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 006 c	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	DCOs are in place at WHP but not available within CG. Antisocial behaviour involving dogs is managed in City Gardens using Park Guard to monitor and enforce at key City problem sites. We are doing a review of signage to ensure information is available to the public, and are informing police where there have been significant issues.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

		Increase in dog ownership during lockdown is having an affect on sites.			
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Appendix 4 –Departmental Risk Scores & Targets
Departmental Risks and Target Scores

Likelihood	Likely (4)			OSD 005 OSD 012	
	Possible (3)		OSD 002 OSD 012	OSD 005 OSD 006 TBM 001	CR 32
	Unlikely (2)			OSD 001	OSD 004 OSD 007
	Rare (1)			OSD 010	CR 32
OSD Risks July 2021		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
		Impact			

- Bold** - Current Score
Italics - Target Score
Bold Italics - Current & Target Score Aligned

Risk Reference:

- OSD 001 – Health and safety
- OSD 002 – Extreme weather and climate change
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets
- OSD 005 – Pests and diseases
- OSD 006 – Impact of development
- OSD 007 – Maintaining the City’s water bodies
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk
- OSD 012 – Budget Reduction & Income Loss Summary Risk
- CR32 – Wanstead Park Reservoirs

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Appendix 5 – Parks & Gardens Risk Scores & Targets
Parks & Gardens Risks and Target Scores

Likelihood	<i>Likely (4)</i>			<i>P&G 002</i> <i>P&G 003</i>	
	<i>Possible (3)</i>		<i>P&G 005</i> <i>P&G 006</i>	<i>P&G 004</i>	
	<i>Unlikely (2)</i>			<i>P&G 001</i> <i>P&G 004</i> <i>P&G 007</i> <i>P&G 008</i> <i>P&G 009</i>	
	<i>Rare (1)</i>			<i>P&G 009</i>	
OSD P&G Risks July 2021		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
Impact					

- Bold** - Current Score
- Italics* - Target Score
- Bold Italics*** - Current & Target Score Aligned

Risk Reference:

- OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure
- OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment
- OSD P&G 003, Finance - Budget reductions implications
- OSD P&G 004, Tree Diseases and other pests
- OSD P&G 005, Climate and Weather
- OSD P&G 006, Public Behaviour
- OSD P&G 007, Population Increase
- OSD P&G 008, Major Incident resulting in prolonged 'access denial'
- OSD P&G 009, Ultra-Low Emissions Zone

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Appendix 6 – COVID-19 Risks Relevant to OSCG

OSD COVID-19 Risks Relevant to OSCG

Report Author: Martin Falder

Generated on: 24 June 2021



Rows are sorted by Risk Score

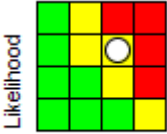
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD19 SGPS Accelerated Long-term Damage to Sites (OSD) 01-Dec-2020 Colin Buttery	<p><i>Cause:</i> Lockdown and tiered restrictions on leisure activities have resulted in a 300-500% increase in visitor numbers to Open Spaces sites since the start of the pandemic, with commensurate increase in littering and other antisocial behaviour.</p> <p><i>Event:</i> Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers.</p> <p><i>Impact:</i> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>		16	Damage to SAC and SSSI land has increased, especially in light of lockdown measures causing more people to visit. Risk score is commensurate to this damage. Measures are being considered to reduce visitor numbers, such as closing car parks. Achievement of target score for 2022 is contingent upon funding and support for open space reinstatement after lockdown formally ends. 21 Jun 2021		4	31-Mar-2022	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date

Appendix 6 – COVID-19 Risks Relevant to OSG

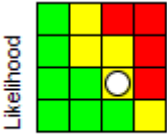

CVD19 SGPS 36 001	Exceptional actions (above BAU) being taken by sites to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Messaging via social media asking visitors to be considerate and alerting when the site is full. • All overflow car parks opened to accept additional visitors. • Increased Ranger activity. • Introduction of weekday parking charges to influence visitor numbers. • 50% reduction in car parking at Burnham Beeches SAC. 4 miles of parking restriction zone on surrounding roads introduced and enforce by Buckinghamshire Council <p>Little else possible until visitor numbers fall significantly. Target set for 2022, as we expect this to be a long-term mitigation exercise.</p>	Colin Buttery	21-Jun- 2021	31-Mar- 2022
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Appendix 6 – COVID-19 Risks Relevant to OSCG

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 30 Health and Safety of Visitors and Staff (OSD) 29-Apr-2020 Colin Buttery	<p>Cause: Open Spaces have become essential services during the pandemic as they have been asked to remain open by the government. In the absence of other forms of recreation, public pressure on open spaces has increased significantly, and with staff numbers impacted by the virus, BAU health & safety works become more difficult to deliver and more important than ever.</p> <p>Event: Significant health and safety event at one of our sites (including but not limited to: flood, fire, tree disease leading to collapse, and drowning in open water bodies). Alternatively, the closure or cessation of critical services due to H&S concerns which cannot be properly addressed due to pressure on staff.</p> <p>Impact: Personal injury or death of a member of the public or staff; reputational impact; legal repercussions; cessation of critical service; site closures.</p>	 <p>Likelihood</p> <p>Impact</p>	12	This is a blanket health and safety risk intended to cover the threat COVID-19 poses to health & safety related work which takes place at our sites; for further information on the specifics of this work, please see local Open Spaces risk registers. At present this work is being delivered at a steady state despite increased pressure on sites and staff. 21 Jun 2021			Accept	Constant

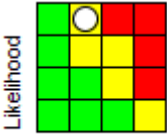
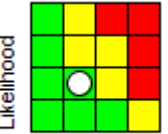
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 30 002	Actions undertaken at the Commons to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Andy Barnard	21-Jun-2021	30-Sep-2021
CVD19 SGPS 30 003	Actions undertaken at Epping Forest to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Paul Thomson	21-Jun-2021	30-Sep-2021
CVD19 SGPS 30 004	Actions undertaken at North London to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Bob Warnock	21-Jun-2021	30-Sep-2021
CVD19 SGPS 30 005	Actions undertaken in the Parks & Gardens division to maintain key H&S works.	Public H&S works continue as usual, with appropriate mitigation in place against COVID-related H&S issues. Further details of H&S-related work is held in the primary OSD Risk Register.	Martin Rodman	21-Jun-2021	30-Sep-2021

Appendix 6 – COVID-19 Risks Relevant to OSCG

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 32 Income Generation and Financial Management (OSD) Page 194 29-Apr-2020 Colin Buttery	Cause: COVID-19 has led to closure or deferral of many of the income-generating aspects of our business, as well as the incursion of significant additional costs. In combination with existing financial pressures, we are likely to run significantly overbudget. Event: Significant overspend due to underachievement of expected income. Impact: Financial impact, potentially leading to permanent cessation of services. High likelihood of requiring additional financial support from the corporate centre.	 Likelihood Impact	8	Third lockdown has now concluded. Year end budgets showed an underspend across all funds due to significant restriction on expenditure. Income generation remains an area of concern, as heritage attractions are not yet fully open, and social distancing requirements will limit visitor numbers. Likelihood level has been dropped to reflect successful management of this risk, and due to reduced chance of further lockdowns due to vaccination / testing rollout. Any further restrictions will cause this risk to escalate again, however.				

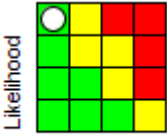

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001	Departmental overview of actions taken to help mitigate this risk.	Continuing to engage with Chamberlains and monitor income losses due to COVID-19.	Colin Buttery	21-Jun-2021	31-Aug-2021

Appendix 6 – COVID-19 Risks Relevant to OSCG

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 37 Open Spaces Workforce Wellbeing (OSD) Page 95 Dec-2020 Colin Buttery	<p><i>Cause:</i> Greatly increased pressure on staff across all sites, who have continued throughout the pandemic, often with an increased workload. This risk incorporates both the pressures on frontline staff (more incidents of verbal abuse, confrontation with members of the public, and antisocial behaviour on site) and WFH staff (isolation, depression, anxiety and work related abuse coming into the home).</p> <p><i>Event:</i> Increased staff sickness levels and worsening wellbeing outcomes for staff across sites.</p> <p><i>Impact:</i> Cessation of services; damage to sites; loss of vital expertise from staff turnover; serious injury or death of employee in service due to exhaustion or suicide.</p>	 <p>Likelihood</p> <p>Impact</p>	8	Risk remains high to reflect the very difficult situation across all sites. Cemetery in particular was heavily impacted throughout third lockdown but is now returning to BAU, although all sites have seen increased visitor numbers, antisocial behaviour, and commensurate damage to natural asset, impacting staff morale. We expect extremely high visitor numbers over summer. This is in combination with other mitigating staff morale and wellbeing factors outside of COVID. Risk to be considered regularly at Bronze for possible mitigations. 21 Jun 2021	 <p>Likelihood</p> <p>Impact</p>	4	31-Aug-2021	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 37 001	Departmental actions taken to help mitigate this risk.	Target date has been pushed to end of summer to reflect expected visitor pressure in this period.	Colin Buttery	21-Jun-2021	31-Aug-2021

Appendix 6 – COVID-19 Risks Relevant to OSCG

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/Risk Approach	Current Risk score change indicator
CVD19 SGPS 35 Reopening Services (OSD) 30-Jun-2020 Colin Buttery Page 196	This risk is separated into two possible scenarios, denoted below. <i>Cause:</i> 1) Re-opening services where social distancing is difficult or impossible to enforce, such as (but not limited to) public toilets, the Parliament Hill Lido, and the Hampstead Heath swimming ponds. 2) Government guidance advises the re-opening of facilities which are not yet considered COVID-19 safe by our local risk assessors. <i>Event:</i> 1) Social distancing is not observed, in contravention of government guidance; social distancing measures are actively disobeyed, resulting in antisocial behaviour and the need for enforcement actions. 2) Facility opening is delayed past the date at which government guidance changes. <i>Impact:</i> 1) Staff members become sick; reputational damage; damage to properties; cessation of services that cannot be safely operated. 2) Reputational impact; antisocial behaviour & break-ins, and the requisite health & safety impact of this behaviour.	 Likelihood	4	Risk to remain at green at present despite current lockdown due to previous experience with re-opening services. Changes to the tier system or sudden increase in demand will be monitored for impact on this risk. 21 Jun 2021			Accept	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 35 001	Actions managed by the Directorate to mitigate this risk.	Regular OSD Bronze Group meetings are being convened to monitor this risk in case it further escalates, but at present it remains at Green.	Colin Buttery	21-Jun-2021	31-Aug-2021

Appendix 7 – Risk History Report

OSD – Risk History Report

Generated on: 01 July 2021



Rows are sorted by Risk Score

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historic Status	Likelihood	Impact	Risk Approach	Flight path
Page 197 OSD 003	Wanstead Park Reservoirs (formerly OSD 013)	09-Dec-2019	Corporate	Health and Safety		24		8	24-Jun-2021	24		Possible	Extreme	Reduce	
									31-Mar-2021	24		Possible	Extreme		
									07-Dec-2020	24		Possible	Extreme		
									13-Nov-2020	24		Possible	Extreme		
									25-Jun-2020	24		Possible	Extreme		
OSD 004	Repair and Maintenance of Buildings and Structural Assets	30-Aug-2017	Departmental	Health and Safety		16		16	24-Jun-2021	16		Unlikely	Extreme	Reduce	
									26-Mar-2021	16		Unlikely	Extreme		
									07-Dec-2020	16		Unlikely	Extreme		

Appendix 7 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historic Status	Likelihood	Impact	Risk Approach	Flight path
									12-Nov-2020	16		Unlikely	Extreme		
									26-Aug-2020	16		Unlikely	Extreme		
OSD 005	Pests and Diseases	30-Aug-2017	Departmental	Health and Safety		16		12	24-Jun-2021	16		Likely	Major	Reduce	
									07-Dec-2020	12		Possible	Major		
									12-Nov-2020	12		Possible	Major		
									26-Aug-2020	16		Likely	Major		
									25-Jun-2020	16		Likely	Major		
007	Maintaining the City's water bodies	30-Aug-2017	Departmental	Health and Safety		16		16	24-Jun-2021	16		Unlikely	Extreme	Reduce	
									26-Mar-2021	16		Unlikely	Extreme		
									07-Dec-2020	16		Unlikely	Extreme		
									13-Nov-2020	16		Unlikely	Extreme		
									26-Aug-2020	16		Unlikely	Extreme		
OSD 012	Budget Reduction & Income Loss	29-Jan-2019	Departmental	Financial		16		6	30-Jun-2021	16		Likely	Major	Reduce	
									11-Oct-2019	8		Likely	Serious		

Appendix 7 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historic Status	Likelihood	Impact	Risk Approach	Flight path
	Summary Risk								29-Jan-2019	8		Likely	Serious		
OSD 006	Impact of development	30-Aug-2017	Departmental	Physical		12		12	24-Jun-2021	12		Possible	Major	Reduce	
									07-Dec-2020	12		Possible	Major		
									13-Nov-2020	12		Possible	Major		
									25-Jun-2020	12		Possible	Major		
									11-Oct-2019	12		Possible	Major		
OSD TBM 001	The effect of a major event in central London on the tourism business at Tower Bridge and Monument	09-Mar-2015	Departmental	Financial		12		12	24-Jun-2021	12		Possible	Major	Reduce	
									27-May-2021	12		Possible	Major		
									07-Dec-2020	12		Possible	Major		
									13-Nov-2020	12		Possible	Major		
									02-Jul-2020	12		Possible	Major		
OSD 001	Health & Safety	30-Aug-2017	Departmental	Health and Safety		8		8	24-Jun-2021	8		Unlikely	Major		
									07-Dec-2020	8		Unlikely	Major		
									12-Nov-2020	8		Unlikely	Major		

Appendix 7 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historic Status	Likelihood	Impact	Risk Approach	Flight path
									25-Jun-2020	8		Unlikely	Major		
									11-Oct-2019	8		Unlikely	Major		
OSD 002	Extreme weather & climate change	30-Aug-2017	Departmental	Health and Safety		6		6	24-Jun-2021	6		Possible	Serious		
									07-Dec-2020	6		Possible	Serious		
									12-Nov-2020	6		Possible	Serious		
									25-Jun-2020	6		Possible	Serious		
									11-Oct-2019	6		Possible	Serious		
010	Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk	29-Jan-2019	Departmental	Economic		4			01-Jul-2021	4		Rare	Major		
									30-Jun-2021	12		Possible	Major		
									24-Jun-2021	12		Possible	Major		
									07-Dec-2020	12		Possible	Major		
									13-Nov-2020	12		Possible	Major		

Agenda Item 9

Committee(s): Epping Forest & Commons Open Spaces & City Gardens West Ham Park Hampstead Heath, Highgate Wood & Queens Park	Dated: 12 July 2021 13 July 2021 13 July 2021 29 September 2021
Subject: Open Spaces Departmental Business Plan 2020/21 – Year End performance report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Colin Buttery – Director, Open Spaces	For Information
Report author: Gerry Kiefer, Open Spaces	

Summary

This report provides Members with a review of the Open Spaces Department’s delivery of its 2020/21 Business Plan. This Plan was agreed in February 2021 before the Coronavirus pandemic. Consequently, not all the actions and priorities have been completed. The report highlights the main achievements and progress that has been made against the Business Plan’s four priority outcomes. It also identifies other areas of progress listed under the three overarching objectives of the Department.

The report identifies the level of achievement against performance measures, recognising that in some instances it was impossible to set targets. Several performance measures were not achieved as some facilities and venues were closed during periods of 2020/21.

Financially, the services that report through the Open Spaces Committees closely managed their budgets, such that at year end there was only a small net overspend of £64k in City Fund and a City’s Cash underspend of £5k against the net budgets that were reset in November.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the [Departmental Business Plan 2020/21](#) (Appendix 1) on 3 February 2020.
2. The Department's Vision is: *to enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*
3. The Department's three overarching 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.Under each of these three objectives sit a total of twelve outcomes (See page 4 in Appendix 1).
4. The Department's Business Plan identified four outcomes that would be the priority for 2020-21:
 - I. Maximise the value and opportunities of our built and natural assets
 - II. Protect and enhance our sites biodiversity and determine the value of our green infrastructure
 - III. Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces
 - IV. Develop innovative approaches to income diversification

Current Position

4. The Business Plan was agreed prior to Covid-19 and therefore did not take account of the impact the pandemic would have on the services and resources available to the Department.
5. Throughout 2020, Covid restrictions on travel resulted in all the open spaces having significantly greater visitor numbers than usual, which has had a negative impact on many sites. The greater number of visitors also meant that staff resources, which were reduced due to shielding, self-isolation and illness, had to be refocussed to ensure provision of essential services. Meanwhile our heritage visitor attractions and sports facilities were required to close, re-open with Covid safe operating procedures, close again and re-open, due to the various periods of lockdown restrictions.
6. Reports on the Business Plan performance in relation to services which sit outside the responsibility of Open Spaces Committees are reported separately.

Delivering our priority outcomes

7. Below are listed key areas of progress that were achieved in 2020/21 listed under the four priority outcomes.
 - I. **Maximise the value and opportunities of our built and natural assets**
 - Progressed Finsbury Circus reinstatement

- Progressed the masterplan for the future of West Ham Park Nursery site
- COL's Climate Action Strategy was agreed which includes Carbon Removal projects to be delivered by Open Spaces, initially focussed in and around Epping Forest, primarily on buffer land.

II. Protect and enhance our sites' biodiversity and determine the value of our green infrastructure

- City of London Biodiversity Action Plan drafted for consultation
- Desk based tree canopy survey undertaken and shows 5% canopy cover in the City
- Discussions held with South London Downs National Nature Reserve partners regarding sharing resources to improve the landscape's biodiversity
- Grazing expanded at The Commons and onto Wanstead Park, Epping Forest

III. Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces

- Mitigation strategies developed / approved with host Authorities: Epping Forest District Council and Buckinghamshire Council
- Feedback given on planning applications, to the planning authorities across the properties.
- Introduction of 'red line' parking restrictions to reduce encroachment on land by cars implemented at Epping Forest
- Introduced Permanent Clear Way along Ditches Lane on Farthing Downs and various parking restrictions around BB under formal consultation.

IV. Develop innovative approaches to income diversification

- Committee approval to let a lodge on the edge of Kenley Common and an office at Farthing Downs
- Holiday lodge refurbishment completed, and bookings taken at Epping Forest.
- Campaign donations pages on website went live in December 2020 and March 2021
- Regular benchmarking of fees and charges, as reported to Committees.

8. The Business plan also identified a number of other areas of work that would help achieve the departments overarching objectives. Despite the impact of Covid 19, the following activity was progressed:

Open Spaces and Historic Sites Are Thriving and Accessible

- ✦ Committee agreed the 2021-2031: Ashted Management Plan and West Wickham & Spring Park Management Plans
- ✦ Capital funding approved for Carbon Removals project as part of Climate Action Strategy
- ✦ Completed the refurbishment of the Highgate Wood Pavilion Café toilets in December 2020
- ✦ Undertook partnership working with Plantlife HLF Back from the Brink project, including survey of lichens and the rare moss *Zygodon forsteri* at Burnham Beeches and Stoke Common.

- ✦ Completed the engineering assessment for the large Raised Reservoirs in the Wanstead Park lake cascade
- ✦ Working in partnership with Parochial Church Councils and the Diocese of London to access funding to enhance City churchyards

Spaces Enrich People's Lives

- ✦ Completed the review of Hampstead Heath Bathing Ponds and a range of outcomes identified which were implemented during 2020/21 together with additional Covid-19 related operational changes including: contactless payment systems, contactless season ticket wristbands and on-line booking for swimming sessions.
- ✦ Installed new signage at Kenley Revival Project, marking the projects final phase.
- ✦ Committee approved use of COL capital funding to refurbish the playground at West Ham Park.
- ✦ Online nature-focused learning tools developed for schools and families which they could do themselves as well as printed activity sheets which were shared via food banks, community centres and hostels, reaching families who may not have access to a computer.

Business practices are responsible and sustainable

- ✦ Successfully introduced remote working across the workforce
- ✦ Committee approved the Epping Forest Deer Management Strategy
- ✦ Completed the introduction of cashless car park charging at Farthing Downs and Riddlesdown Common and moved to 7 days a week charging at Burnham Beeches
- ✦ Geotechnical engineers designed and installed safety system comprising bolting, wiring and netting the quarry face at Riddlesdown to prevent rockfall.
- ✦ Successful introduction of on-line booking and payment for many activities due to Covid-19 regulations

Key Data - Performance Measures

9. The Department identified seventeen performance measures to cover its range of services. At the start of 2020/21 several facilities were closed due to Lockdown 1 and as the duration of the Lockdown and its implications were unclear, targets were not set. This was the case for:

- Visitor numbers to our various heritage attractions
- Customer satisfaction scores at our various heritage visitor attractions
- Tennis court usage
- Learning programme engagement
- Volunteer hours
- Apprentice performance

10. For those performance measures where we did set targets, we:

- retained all our Green Flag and Green Heritage Awards
- reduced short-term sickness levels
- reduced our use of electricity, gas and water.

- put on hold our ancient tree management works at Epping Forest due to lack of clarity of the value of the Countryside Stewardship Grant (The Stewardship agreement was eventually confirmed in March 2021 with a £1.3million grant over the ten year period 2020 to 2029)
- received fewer visits to our webpages compared to 2019/20 which may be due to the introduction of the new corporate website in July 2020, which means that the Open Spaces information is more streamlined and there are fewer pages for people to visit
- missed the 85% Corporate target, by 1% (achieved 84%) for investigating health and safety accidents, due to staff capacity and availability.
- continued to comment on local authority planning applications as reported regularly to Committees

11. The table of performance against performance measures is attached as Appendix 2

Corporate & Strategic Implications

Strategic implications

12. **The Corporate Plan** - The Open Spaces Department actively contributes to all three Corporate Plan 2018-23 aims:

- Contribute to a flourishing society
 - Support a thriving economy
 - Shape outstanding environments
- and ten of its twelve outcomes.

13. **Corporate Strategies** - The activity undertaken to deliver the Business Plan also helps achieve the outcomes of a range of Corporate strategies including:

- Responsible Business strategy
- Climate Action strategy
- Sport and Physical Activity strategy
- Transport strategy
- Education, Cultural and Creative Learning and Skills Strategy

Financial implications

14. Closure of facilities and cancellation of events due to Government lockdown restrictions impacted on expenditure and income. Across the Corporation, budgets were reviewed and reset in November which was prior to, and without predicting further lockdowns during early 2021.

15. The services that report to this Committee were not able to achieve their income targets, however by regular in depth forecasting and closely managing expenditure the services that report to this Committee were able to almost achieve the overall net expenditure budget.

- The **net expenditure outturn position** for the Open Spaces City Fund and City Cash budgets reporting to the various Open Spaces Committees, was a £59k (0.5%) overspend from a total net local risk budget of £13million.

- The **total income outturn position** was £4,748,000 which was £808k (15%) below target.
- The **total expenditure outturn position** was £17,986,000 which was £749k (4%) below target.

16. The information below details the outturn position against budget, by Fund.

- **City Fund** – spent 103% of its local risk expenditure budget and achieved 99% of its local risk income target. City Fund was only £64k (6%) overspent on its overall net budget position. This was largely due to additional transport related spend, higher than anticipated irrigation costs and overspend on equipment and materials.
- **City's Cash** – spent 95% of its local risk expenditure budget and achieved 84% of its local risk income target. City's Cash total overall net position was only £5,000 underspent against its revised budget position set in November 2020

17. More detailed information regarding the year end outturn financial position for each Service Committee is provided in the Revenue Outturn reports from the Chamberlains Department.

18. The Department successfully applied for internal funding from the Covid 19 Fund, awarded £65k for additional costs associated with health and safety changes for staff and customers. Funding applications for additional support for costs associated with waste collection and removal, plus security costs, were also considered later in the year, but as these costs had already been forecast and factored into the resetting of budgets, funding was not awarded.

19. Resource implications – None

20. Legal implications – None

21. Risk implications – none

Equalities implications

22. The Business Plan identified five equalities and inclusion priorities for which additional activity has been undertaken. Some examples are shown below:

- i. **Improve accessibility within our sites, subject to funding.**
 - Awarded capital funding of £755k to improve access as well as safety and security aspects at Hampstead Heath swimming facilities.
 - Accessible pontoon added at Highams Pond.
- ii. **Improve inclusivity at our sites.**
 - New car parking charges included concessions for blue badge holders
 - Phone helpline set up to assist with swim bookings as an accessible alternative to online booking.
- iii. **Increase our collection and analysis of 'protected characteristics' data.**

- The two Commons Management plans and Epping Forest's Car Parking and Cycling consultations monitored protected characteristic data which was considered to ensure responses and outcomes were representative.
- iv. **Develop our Learning programme offer to Special Educational Needs & Disabilities Schools (SEND).**
 - New programme provided during Lockdown for children with Autism.
 - Bespoke school programme set up for SEND schools within walking distance of sites, to support them during lockdowns.
- v. **Implement the agreed transgender policy.**
 - Online transgender awareness training rolled out to all sites and ongoing regular work with Hampstead Heath lifeguards on transgender inclusivity.

Climate implications

23. Funding has been awarded to the Department to deliver Carbon Removal projects as part of the Climate Action Strategy.

Security implications - None

Conclusion

24. The Covid19 Pandemic impacted on the delivery of the 2020/21 Business Plan and achievement of performance measure targets. However, despite facilities being closed and resources predominantly having to focus on essential service delivery, a number of priority areas of work were progressed. The Department also closely managed its income and expenditure budgets and were only slightly overspent against its reset budget.

Appendices

Appendix 1 – Business Plan 2020/21

Appendix 2 – Performance Measures 2020/21

Gerry Kiefer

Business Manager – Open Spaces Department

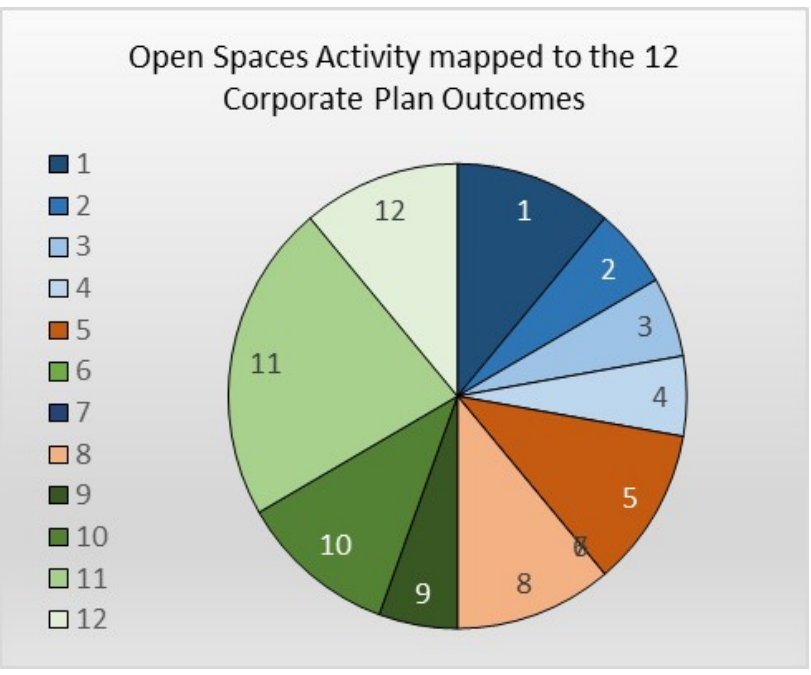
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E: Gerry.Kefer@cityoflondon.gov.uk

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DEPARTMENT VISION:	We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.
Department objectives:	Open Spaces Department's twelve outcomes:
A. Open spaces and historic sites are thriving and accessible.	<ol style="list-style-type: none"> Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12) London has clean air and mitigates flood risk and climate change (11) Our spaces are accessible, inclusive and safe (1) Our habitats are flourishing, biodiverse and resilient to change (11)
B. Spaces enrich people's lives.	<ol style="list-style-type: none"> People enjoy good health and wellbeing (2) Nature, heritage and place are valued and understood (3) People feel welcome and included (4) People discover, learn and develop (3)
C. Business practices are responsible and sustainable.	<ol style="list-style-type: none"> Our practices are financially, socially and environmentally sustainable (5) London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10) Our staff and volunteers are motivated, empowered, engaged and supported (8) Everyone has the relevant skills to reach their full potential (8)

The numbers in brackets show how the Open Spaces outcomes link to the 12 Corporate Plan 2018 - 2023 Outcomes



Corporate Aim	%
A. Contribute to a flourishing society	28%
B. Support a thriving economy	22%
C. Shape outstanding environments	50%

The table overleaf lists all the activities we will be working on and developing this year.

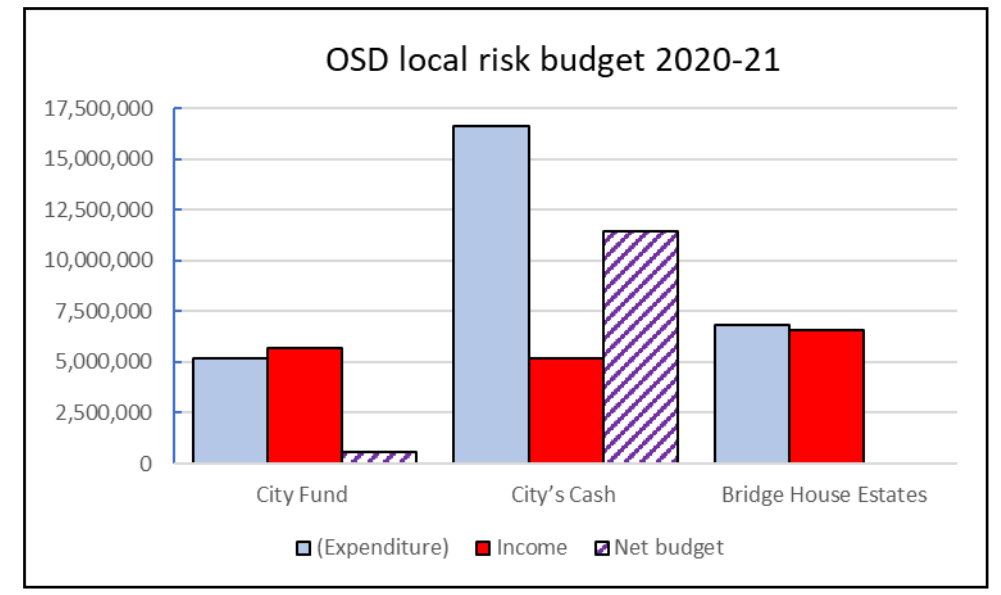
Our key activities for 2020/21 will be:

- j) Maximise the value and opportunities of our built and natural assets (10c)
- f) Protect and enhance our sites biodiversity and determine the value of our green infrastructure (11b)
- d) Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces (12b)
- q) Develop innovative approaches to income diversification (8d)

We will also be supporting the work of the Fundamental Review.

Appendix 1 provides the detail that sits behind these key activity statements.

Numbers in brackets show links to the outcomes and actions within the Corporate Plan 2018-2023

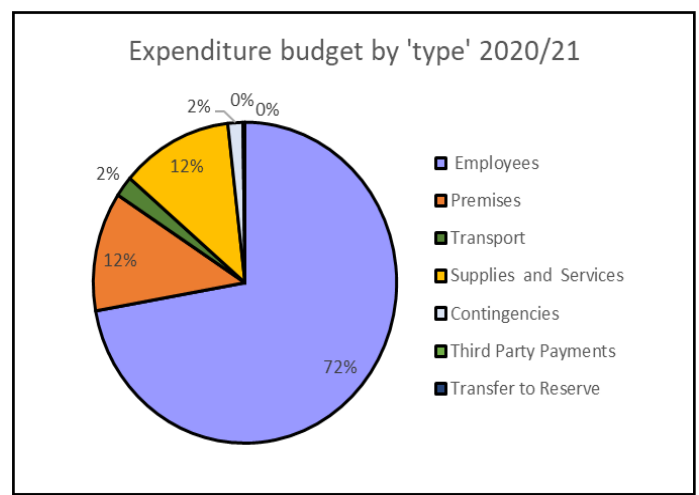


Bids for Capital Funding Agreed in principle by RASC:

- West Ham Park Playground
- East Heath Car Park
- Chingford Golf Course

More information requested by RASC:

- Finsbury Circus Reinstatement
- The Monument Visitor Centre
- ParkLife (Wanstead Football)
- Parliament Hill Athletics Track
- Queens Park Toilets (Chairman's request)



COL Staff Survey

TOP 3 Highest Scoring	%	BOTTOM 3 Lowest Scoring Questions	% Positive
I have the skills I need to do my job effectively	94%	The City of London Corporation manages change effectively	32%
I am interested in my work	93%	I believe that action will be taken on	33%
I am clear about what I am expected to achieve in my job	87%	Poor performance is dealt with effectively where I work	34%

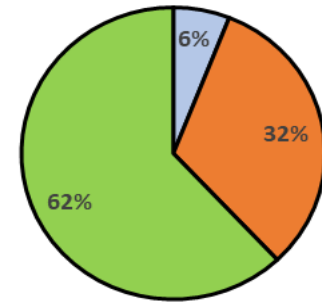
Action Being taken includes:

Improving Communication: All staff updates from SLT and Committees, staff briefings on 'change' including fundamental review.

Leadership: Open door sessions, visibility of managers, one to one's, appraisals,

Key Customer Feedback

Visitors satisfaction rating of open spaces site from snapshot survey



Other Good Very Good

Performance Measures

We will contribute to a number of Corporate Performance Measures including: FOI responses, health and safety investigations, sickness absence, budgets, employee volunteering

We will also set Departmental performance measures including:

Performance Measure	Performance target 2019/20	Department Outcomes	Department Activity
Retaining Green Heritage Site Accreditation and Green Flag Awards	13 Green Heritage Awards 15 Green Flag Awards	Our open spaces, heritage and cultural assets are protected, conserved and enhanced	Protect our heritage: developing partnership funding bids where possible
Number of tennis courts booked	31,500	People enjoy good health and wellbeing	Provide a sustainable range of sports and recreational opportunities
Number of visits to our heritage visitor attractions	1,124,400 visits	People feel welcome and included	Improve the visitor and cultural offer
Active management of our ancient trees	Baseline	Our habitats are flourishing, biodiverse and resilient to change	Protect and enhance our sites biodiversity

What's changed since last year...

- Completed the Programme of events celebrating 125 years of Tower Bridge and 30 years custodianship of Hampstead Heath.
- Natural England declare a new National Nature reserve; South London Downs NNR, covering Coulsdon Commons and Happy Valley, in partnership with the London Borough of Croydon
- Retendered OPM Control Methods contract and a partner with the Forestry Commission in their OPM pilot study.
- City Gardens fleet is ULEZ compliant
- Events policy agreed and implemented for the Department and all divisions
- Delivered improvement projects in City Gardens including Senator House and St Alphege's Gardens
- Introduce longer lease durations allowing greater capital investment / external funding capacity under powers created by the Open Spaces Act 2018

Equalities and Inclusion Priorities:

- Improve accessibility within our sites, subject to funding.
- Improve inclusivity at our sites.
- Increase our collection and analysis of 'protected characteristics' data
- Develop our Learning programme offer to Special Needs Schools.
- Implement the agreed transgender policy.

Other activities that we will be undertaking this year under the headings of our three objectives.

Open Spaces and Historic Sites Are Thriving and Accessible

- Protect our heritage: developing partnership funding bids where possible (10d)
- Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (11b)
- Reduce the negative environmental impacts of our activities (11a)
- Review security and access control provision (1c)

Spaces Enrich People's Lives

- Provide a sustainable range of sports and recreational opportunities (2d)
- 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 (4a)
- Develop our 'learning offer' (3b)

Business practices are responsible and sustainable

- Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (1c)
- Make more effective use of IT and technology and adopt 'smarter' ways of working (9b)
- Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (12a)
- Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (11d)
- Implement the recommendations arising out of the workforce plan, staff and customer surveys (8a)
- Develop our apprenticeship programme and volunteering opportunities across the Department (8d)
- Progress the prioritisation of services to mitigate inefficiencies and establish long term sustainable service provision (5c)

Appendix 1 provides the detail that sits behind these action statements.

◆ Numbers in brackets show links to the outcomes and actions within the Corporate Plan

Our delivery partners and key stakeholders include:

Local community groups, forums and local residents

Host and neighbouring local authorities and the GLA

Forestry Commission, Natural England and National Trust

Parks for London, GiGL, Action Oak

Historic England & English Heritage

National Governing Bodies of Sport and local sports groups

Consultation Committees and Forums

City of London Departments

Departments three red risks:

OSD 013 Wanstead Park Reservoirs
(Score = 24)

OSD 004 Repair and Maintenance of Buildings & structural assets
(Score = 16)

OSD 005 Pests and Diseases
(Score = 16)

Appendix 2 – Performance Measures 2020/21

Performance Measure Description	2019/20 Actual (annual)	2020/21 Target (annual)	2020/21 Actual (annual)
Green Heritage Site Accreditation	13 Green Heritage Site Accreditations	Retain 13 Awards	ACHIEVED 13 Green Heritage Site Accreditations
Green Flag Awards	15 Green Flag Awards	Retain 15 Awards	ACHIEVED 15 Green Flag Awards
Improving the condition of our Sites of Special Scientific Interest	No change to 2018/19 as Natural England officers have not been able to undertake a new assessment	Favourable = 12 (28%) Unfavourable recovering = 22 (52%) Unfavourable - no change = 7 (17%) Unfavourable - declining = 1 (2%)	No change as Natural England officers have not been able to undertake any new assessments
Reducing our environmental footprint	Water consumption 30% reduction on 18/19 data. Electricity usage has reduced by 0.5%	Reduction on previous years consumption	Electricity consumption reduced by 11.4%, Gas consumption reduced by 10%, Water consumption reduced 4.8%. Total PV energy generation 111,607 KW/HRS (Jan to Dec 2020)
Influencing planning authorities development approvals and planning policy documents	Comments provided on: <ul style="list-style-type: none"> planning application. habitats regulation assessment, Green Infrastructure Strategy. Developed Mitigation Strategies with host local authorities	Commentary	Comments provided on: <ul style="list-style-type: none"> pre-planning and planning applications local plan consultation SANGS strategy SPD's Mitigation strategies City Biodiversity Action Plan SDP being drafted
Active management of our ancient trees as part of the Countryside Stewardship (CS) Schemes at Epping Forest and Burnham Beeches.	EF - 80 trees completed - managed by re-pollarding or crown reduction Burnham Beeches - 9 trees completed, managed by crown reduction.	Epping Forest – 354 Burnham Beeches – 61 Targets are flexible CS target is a ten-year fixed total, the planned annual level of management can change due to weather and ground conditions and procurement constraints.	Burnham Beeches – Work undertaken on 32 trees Epping Forest - Work put on hold due to uncertainty of CS grant and impact of Covid-19 on staff resources
The number of 'visitors' to the Open spaces webpages.	686,677	930,000	NOT ACHIEVED 806,142
Learning & volunteer programme measures	Increase across the learning impacts:	No target set due to Covid 19	Nature connection (11%) Understanding (1.5%)

Performance Measure Description	2019/20 Actual (annual)	2020/21 Target (annual)	2020/21 Actual (annual)
	nature connection (19%) confidence (13%), well-being (5%), understanding (1.5%)		Sample size too small for comparison for well-being and confidence.
Increase the amount of directly supervised volunteer work hours	24,394	No target set due to Covid 19	1,407
Increase the amount of indirectly supervised volunteer work hours	3,051	No target set due to Covid 19	3,535
Increase the amount of unsupervised volunteer work hours	19,935	No target set due to Covid 19	12,745
Increase the number of visits to our heritage visitor attractions (Tower Bridge, Monument, Keats House, The Queens Hunting Lodge hub and The Temple)	1,100,110	No target set due to Covid 19	57,172
Improve customer satisfaction at our heritage visitor attractions (Tower Bridge, Monument, Keats House, Epping Forest experience)	Visit England Annual Quality Attraction Assessment Scheme survey not undertaken for Epping Forest	No target set due to Covid 19	Quality Assessments not taken place due to Covid-19
Increase the number of hours of tennis court usage	33.550	No target set due to Covid 19	50,663
Apprentice performance	81% pass their training qualification (4 left before the end of the course) 20% (that we know of) have got jobs, 25% have progressed from level 2 to level 3	No target set due to Covid 19	Not measurable as apprentices impacted by Covid 19
Average number of days per FTE short term sickness	3.37	3.37	ACHIEVED 2.77
Health and safety accident investigations	89%	85%.	NOT ACHIEVED 84%
Open Spaces Net expenditure (OS Director local risk & OS Committee budgets only)	£12,633,989	£13,177,000	NOT ACHIEVED £13,238,360
Open Spaces Income target (OS Director local risk & OS Committee budgets only)	£4,862,303	£5,556,000	NOT ACHIEVED £4,747,545

Committee(s): Open Spaces and City Gardens West Ham Park Education Board Epping Forest and Commons Hampstead Heath, Highgate Wood and Queens Park	Dated: 13 July 2021 13 July 2021 9 September 2021 13 September 2021 29 September 2021
Subject: Two year review of the Open Spaces Department's learning programme, 2019-21	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 8, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director, Open Spaces Department	For Information
Report author: Abigail Tinkler, Head of Learning	

Summary

This report and appendices provide Members with an overview of the Open Spaces learning programme from 2019 to 2021. The programme has received core funding since April 2019 and delivers school, youth, play, community and volunteering opportunities to children and adults at Hampstead Heath, West Ham Park and Epping Forest. Key highlights include:

- The programme engaged over 44,000 participants in facilitated learning activities over the two years.
- The programme continued to reach audiences in need during the Covid pandemic, producing an innovative programme in line with each stage of restrictions.
- Programme evaluation showed a positive change across five impact areas: connection, understanding, wellbeing, confidence and involvement.

Recommendation

Members are asked to: Note the report.

Main Report

Background

1. In 2016 the Open Spaces Department launched a new centrally co-ordinated learning programme. Following a successful three years, the Open Spaces Department's resource base was increased to provide core funding for the learning programme from April 2019.
2. The programme was developed in response to concern over health and wellbeing inequalities as people in deprived areas face barriers to accessing nature and associated health and wellbeing benefits. The programme has the following aims and outputs:

- Engage urban and deprived communities close to three open spaces: Hampstead Heath, Epping Forest (including Wanstead Flats) and West Ham Park
- Deliver five learning impact areas: understanding, confidence, involvement, wellbeing, and connection
- Schools service operating out of Hampstead Heath, Epping Forest, West Ham Park
- Green Talent programme working with young people struggling in education and/or furthest from the job market
- Play activities at Hampstead Heath
- Volunteer development and community engagement.

Current Position

3. This report provides, as Appendix 1, a detailed two year review of the Open Spaces learning programme from 2019 to 2021.
4. The review outlines the successful school, play, youth, community and volunteering programme delivered in 2019-20, including:
 - Schools service operating from Hampstead Heath, Epping Forest and West Ham Park, reaching students in London's most deprived boroughs including Tower Hamlets, Newham, Hackney, Islington, Haringey, Brent and Camden.
 - Green Talent programme working with young people struggling in education and/or furthest from the job market, including pupil referral units, young carers and young refugees.
 - Play activities at Hampstead Heath, reaching children and families from some of the most deprived wards to the south of the Heath, including Gospel Oak Ward where there is 39% child poverty.
 - Volunteer development and community outreach work, including a successful partnership with 'Ambition, Aspire, Achieve', an organisation that works and supports families from very deprived areas in Newham.
 - The 2019-20 programme reached over 40,000 participants and exceeded its participation target by 7%.
5. The review outlines the innovative approach taken in response to the Covid pandemic and associated restrictions, including:
 - A series of nature-focused activities which schools and families could do themselves – for example, showing children how to create eco art or make a bird feeder. Activities were designed to include children at home with only limited resources by using simple items such as old cereal packets and milk cartons. Printed activity sheets were shared via food banks, community centres and hostels, reaching families who may not have access to a computer.

- Reaching out to groups in need, including a hostel for homeless families, young people who had been suffering from anxiety and depression over lockdown, and unaccompanied refugee minors, offering bespoke programmes including a virtual tour of Epping Forest.
 - Responding to concerns over the impact of the pandemic on mental health with new sessions designed to improve wellbeing, including an in-school sessions for schools who were unable to visit our Open Spaces, and outdoor facilitated sessions for groups of five (plus one facilitator) to coincide with the 'rule of six' outdoors.
 - An adapted school programme to engage the vulnerable children, children with special educational needs and disabilities, and key worker children who were attending schools (which were otherwise closed) within walking distance of West Ham Park and Hampstead Heath.
 - Regular in-school nature sessions for autistic children, bringing nature learning to the school whilst they were unable to travel to West Ham Park due to staff shortages during lockdown.
6. The programme's innovative approach to engagement through the Covid pandemic was featured in the Evening Standard, City Matters, Ham and High, Pro Landscaper and Epping Forest Guardian.

Key Data

7. The programme engaged 44,487 participants in facilitated learning activities over the two years. Of these, 40,369 participated in 2019 – 20, and 4,118 participated in 2020-21 when Covid restrictions limited face-to-face participation.
8. The school programme engaged schools in 15 London boroughs, including the seven London boroughs with the highest levels of poverty: Tower Hamlets, Newham, Hackney, Islington, Haringey, Brent and Camden.
9. The programme made a positive difference across the five learning impact areas, including:
- 107% increase in learning volunteers' feelings of confidence to explore our Open Spaces
 - 22% increase in family participants' sense of wellbeing
 - 15% increase in school programme participants' feelings of connection to our Open Spaces
 - 74% increase in Green Talent participants' feelings of involvement
 - 47% increase in Green Talent participant's understanding of the importance of green spaces.

(School and family programmes are one-off engagements, whereas Green Talent and volunteer engagement are longer term and have a greater impact. Evaluation toolkits developed by University College London and University of Derby.)

Corporate & Strategic Implications

10. The OS learning programme contributes to the delivery of all three of the CoL Corporate Plan's overarching aims and seven of the twelve outcomes:

- **Contribute to a flourishing society:**
People are safe and feel safe; People enjoy good health and wellbeing; People have equal opportunities to enrich their lives and reach their full potential; Communities are cohesive and have the facilities they need.
- **Support a thriving economy:**
We have access to the skills and talent we need.
- **Shape outstanding environments:**
We inspire enterprise, excellence, creativity and collaboration; Our spaces are secure, resilient and well-maintained.

11. The OS Learning Programme delivers aspects of the CoL Social Mobility Strategy, CoL Education Strategy, and OS Business Plan. See appendix two for details.

Financial summary

Year	Actual Exp £	Actual Inc £	Actual Net Income/Expenditure £	Budgeted Net Income/Expenditure £
2019/20	357,655	39,654	318,000	395,000
2020/21	336,019	6,784	329,235	312,000

12. The 2019/20 budget was underspent due to vacant posts within the team. The 2020/21 budget was overspent due to reduced school income following school closures and restrictions (COVID-19).

Conclusion

13. The Open Spaces Learning Programme was successful in engaging 44,487 participants in facilitated activities from 2019 to 2021. The programme adapted to the restrictions and impacts of the Covid pandemic and continued to reach Londoners living in areas of poverty and deprivation, young people struggling with mental health, children with special educational needs and disabilities, and vulnerable children. Evaluation also showed that the programme had a positive impact on participants' understanding, wellbeing, confidence, connection and involvement with nature.

Appendices

- Appendix 1 Review of the Open Spaces Learning Programme 2019-21
- Appendix 2 Strategic Value
- Appendix 2 Learning Principles
- Appendix 3 Maps showing school programme reach and areas of deprivation

Background Papers

Three year review of the Open Spaces Learning Places' programme 2016 – 19

Abigail Tinkler, Head of Learning, Open Spaces Department

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Appendix One

Open Spaces Learning Programme Review

2019 - 2021
Page 217

Table of Contents

Executive summary	3
Introduction	
Background	5
Rationale	5
Strategic value.....	6
Impact areas.....	6
Learning principles.....	6
Evaluation toolkits	6
Programme review 2019 - 2020	
School services.....	7
Green Talent	11
Play programmes	13
Community engagement and volunteering.....	15
Participation summary.....	16
Highlights summary	16
Programme review 2020 - 2021	
March – July 2020	17
August 2020	17
September – December 2020	20
January – February 2021.....	22
March 2021	24
Participation summary.....	28
Highlights summary	28
Summary 2019 - 2021	29
Appendix two – strategic value	30
Appendix three – learning principles	31
Appendix four – maps showing school reach and areas of deprivation	32

Executive Summary

The Open Spaces Department's innovative learning programme facilitates change across five impact areas: understanding, confidence, involvement, wellbeing, and nature connection.

The learning programme was developed in response to a growing consensus that spending time in nature is beneficial to health and wellbeing, and a concern over health and wellbeing inequalities as people in deprived areas of London face more barriers than most to accessing nature. The programme provides a key method for the City of London to contribute to the health and wellbeing of residents of some of London's most deprived communities through connecting them more powerfully to their local green spaces. Audiences include school children growing up in poverty, young people excluded from mainstream schooling, and local people from communities that are under-represented in our green spaces. Delivery is focused on spaces located near areas of high deprivation, with programmes operating from West Ham Park, Hampstead Heath and Epping Forest.

During the last two years the core programme was delivered and then adapted to continue to provide a service during the Covid-19 pandemic.

- In 2019 – 20 the learning team delivered a successful face-to-face activity programme for schools, play, youth, community groups and volunteers
- In 2020-21 the learning team delivered an innovative, adapted programme in order to reach audiences with limited access to resources and outdoor space during the Covid pandemic.
- The programme exceeded its 2019-20 participation targets; however, face-to-face engagement was restricted in 2020-21 due to the Covid pandemic.

As 2019-20 and 2020-21 were very different years, rather than directly comparing outputs this report describes the approaches and outputs for each phase of the programme.

Key achievements

- The programme engaged over 44,000 participants in facilitated learning activities 2019-21.
1. The school service reached students in London's most deprived boroughs including Tower Hamlets, Newham, Hackney, Islington, Haringey, Brent and Camden.
 2. The Green Talent programme worked with young people struggling in education and/or furthest from the job market, including pupil referral units, young carers and young refugees.
 3. Play activities at Hampstead Heath reached children and families from some of the most deprived wards to the south of the Heath, including Gospel Oak Ward where there is 39% child poverty.
 4. The programme adapted in 2020-21 with targeted initiatives in-line with each stage of the Covid restrictions, including printed activity sheets delivered via food banks, activity

videos for use in school playgrounds, in-school nature wellbeing workshops, outdoor wellbeing programme for groups of six, an adapted Covid-safe school programme and Covid-safe play programme.

5. The programme made a positive difference across the five learning impact areas:

Connection:

15% increase in participants' feelings of connection to the Open Spaces after taking part in the school programme 2019-21

Confidence:

107% increase in participants' feelings of confidence to explore Open Spaces after taking part in the learning volunteer programme 2019-20

Wellbeing:

29% increase in participants' feelings of wellbeing after taking part in the learning volunteer programme 2019-20

Involvement:

74% increase in participants' feelings of involvement after taking part in the Green Talent programme 2019-21

Understanding:

47% increase in participants' understanding of the importance of green spaces after taking part in the Green Talen programme 2019-21

- The programme's innovative approach to engagement through the Covid pandemic was featured in the Evening Standard, City Matters, Hampstead and Highgate Express, Pro Landscaper and Epping Forest Guardian.
- The programme has delivered vital aspects of the City of London Corporation's Corporate Plan, Social Mobility Strategy and Education Strategy.

Feedback

"It was fantastic to get outside, to a different – and very special space – and to do something real, hands on and outdoors... The learning ... was fantastic. No screens, no walls... Magic." Headteacher, Eleanor Palmer Primary School, Camden (Hampstead Heath)

"The session gave us a chance to see the children use collaboration skills, as well as concentration and resilience - all key values at Park Primary School. We would fully recommend this experience..." Teacher, Park Primary School, Newham (West Ham Park)

"Lockdown has been so tough on me and my son as he is only 13 months, so getting able to come here and see other children really makes me happy and seeing how happy he is in his face, thank you so much! We would be truly lost without this place." Participant, One O'clock Club (Hampstead Heath)

"As a busy family, it was fantastic to spend time outdoors together, work as a team and join in the fun and creative activities while learning new skills. The session was professionally organised, led by a very friendly and welcoming team member who put us at ease straight from the beginning." Participant, family workshop (Epping Forest)

Introduction

Background

The Open Spaces learning programme engages urban and deprived communities close to three open spaces: Hampstead Heath, Epping Forest (including Wanstead Flats) and West Ham Park.

The programme delivers five learning impact areas; understanding, confidence, involvement, wellbeing, and connection.

The programme consists of the following workstreams:

- a) Schools service operating out of Hampstead Heath, Epping Forest, West Ham Park
- b) Green Talent programme working with young people struggling in education and/or furthest from the job market
- c) Play activities at Hampstead Heath
- d) Volunteer development and community outreach work

The OS learning team brings together expertise in outdoor learning, schools, play, volunteering and youth work. Eight full time officers and one part time officer are located at the key delivery sites (Hampstead Heath, Epping Forest and West Ham Park), and an additional pool of casual educators and play workers support programme delivery.

Rationale

The learning programme was developed in response to:

- a growing consensus that spending time in nature is beneficial to health and wellbeing, whilst contact with nature is becoming more infrequent
- an understanding that access to green space is not equal, with people in deprived areas of London facing more barriers than most to accessing nature, which can impact on physical activity levels and mental health
- a concern that visitors to our Open Spaces are not always representative of the local communities, with Black, Asian and minority ethnic groups (BAME) and deprived communities under-represented
- a recognition that barriers to accessing green spaces exist for local communities, including fear of getting lost, a lack of confidence in the outdoors, a lack of understanding of the activities available, and a feeling that our spaces are 'not for them' (highlighted through consultation with communities adjacent to our Open Spaces)
- a concern about the attainment gap between disadvantaged school students and their peers
- a recognition of the value of play in young people's development, with natural play having a lasting impact on the development of children's connection, understanding and appreciation for the natural environment.

Strategic value

The programme contributes to the delivery of all three of the Corporate Plan's overarching aims and seven of the 12 outcomes. See appendix two for more information.

Impact areas

To tackle the challenge of a growing disconnect with nature and green spaces, the learning team design programmes to deliver change across five impact areas:

Understanding	Confidence	Nature connection	Wellbeing	Involvement
People understand the value and importance of green space	People are confident to use green spaces, as part of our activities or independently	People develop a sense of place with green spaces	People have restorative and meaningful experiences in green spaces	People take positive action for, and get involved with, green spaces

To maximise impact, the learning team target programmes to reach those who could benefit the most, including school children growing up in poverty, young people excluded from mainstream schooling, and local people from communities that were under-represented in our green spaces. A bespoke evaluation toolkit, developed in collaboration with academic partners at Derby University in 2018, has been used to measure impact across the five areas (information regarding this evaluation methodology is available on request), as well as a wellbeing evaluation toolkit developed by University College London.

Learning principles

A set of learning principles for schools and play inform programme development and delivery. The principles:

- map across the five impact areas
- bring together the expertise of the team and relevant research
- enable shared reflective practice and a shared vision for quality learning
- increase the level of active engagement of participants
- provide a tool for effective decision making and peer review

See appendix three for more information.

Evaluation toolkits

A bespoke evaluation toolkit developed by Derby University in 2018 was used to measure change across the five impact areas. An additional wellbeing evaluation toolkit from University College London was used to provide a more nuanced measure of psychological wellbeing. More details are available on request.

Programme review 2019-20

The 2019-20 programme delivered:

- a) Schools service operating out of Hampstead Heath, Epping Forest, West Ham Park
- b) Green Talent programme working with young people struggling in education and/or furthest from the job market
- c) Play activities at Hampstead Heath
- d) Volunteer development and community outreach work

The 2019-20 programme reached over 40,000 participants and exceeded its participation targets by 7%.

School services

Overview

High quality booked sessions were delivered to a wide range of schools at Epping Forest, Hampstead Heath and West Ham Park.

Sessions were delivered to support the National Curriculum and promote awe, wonder and inspiration as children learned through active engagement with the open spaces. Based on the unique features of the sites and the needs of schools, the programme provided rich opportunities to:

- Learn through first hand observation (e.g. exploring habitats, life cycles, seasons)
- Stimulate the imagination (e.g. creating stories inspired by nature, creating art work using natural materials)
- Give children an active role (e.g. pond dipping, orienteering, field work)
- Enable children to see the relevance and application of their knowledge and skills beyond the classroom (e.g. solving a real-life practical challenge such as assessing pond health or testing materials to build a dam)
- Uncover evidence of local history (e.g. finding bomb craters in the Epping Forest site)
- Develop team working skills (e.g. team den building).

The Epping Forest programme was based at The View visitor centre near Chingford, with sessions delivered in the adjacent forest and Tudor hunting lodge. The Hampstead Heath Programme operated from the Education Centre building in Parliament Hill Fields and the 'Glassroom Classroom' in Golders Hill Park, with sessions delivered in bespoke teaching gardens as well as the wider Heath. Both sites provided a variety of habitats for exploration. The Epping Forest and Hampstead Heath programmes have charges / income targets, and reach schools across multiple London boroughs, including Hackney, Waltham Forest, Harringay, Tower Hamlets, Islington and Camden. Programmes were offered from nursery to A level, with most visits coming from primary schools.

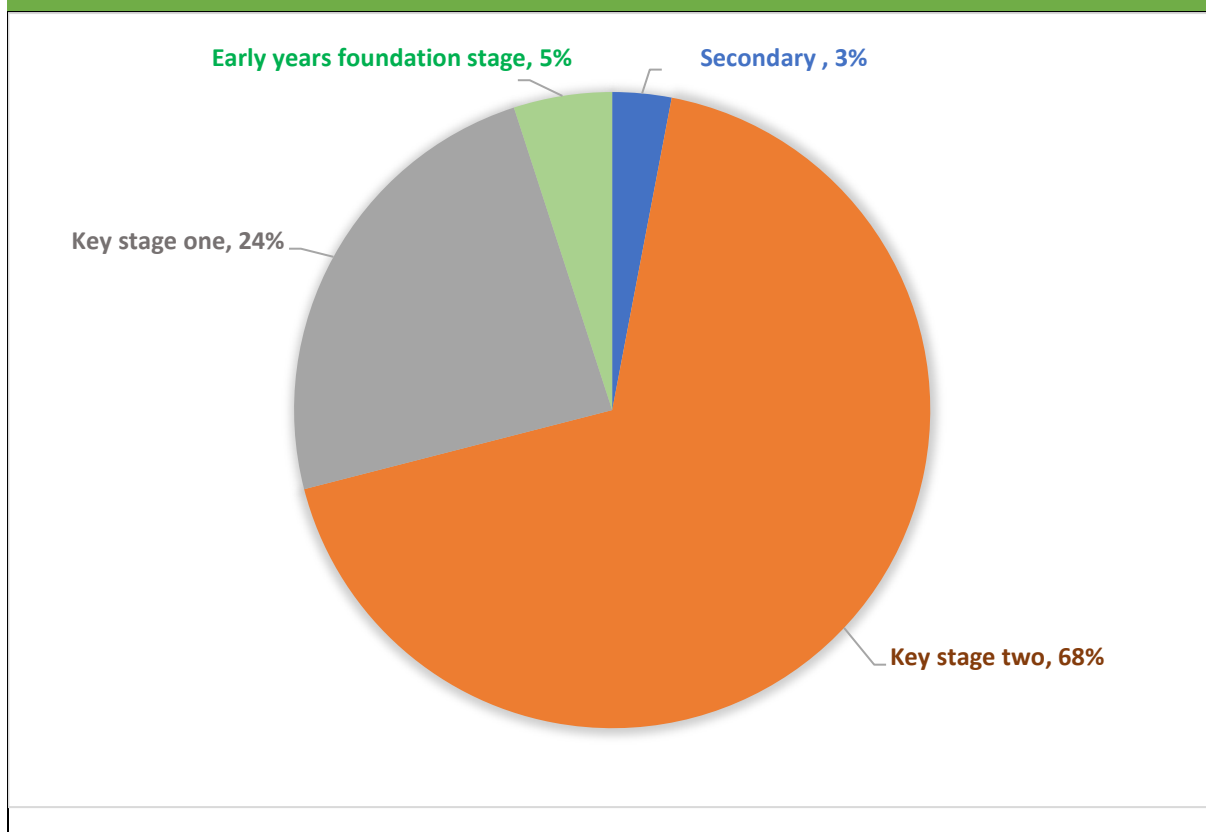
The programme at West Ham Park offers a free programme to primary schools in Newham, which is ranked in the worst four London boroughs for child poverty (Trust for London). The programme builds relationships with a small number of local schools, enabling repeat visits from multiple year groups, and works collaboratively with teachers to produce relevant outdoor learning sessions.

Participation

School programmes	Target 2019-20	Actual 2019-20
Number of school participants at Epping Forest	2,640	2,589
Number of school participants at Hampstead Heath	8,360	8,554
Number of school participants at West Ham Park	3,200	5,033
Total number of school participants	14,200	16,176

The majority of participating students were primary school children from key stage two (7 to 11 year olds):

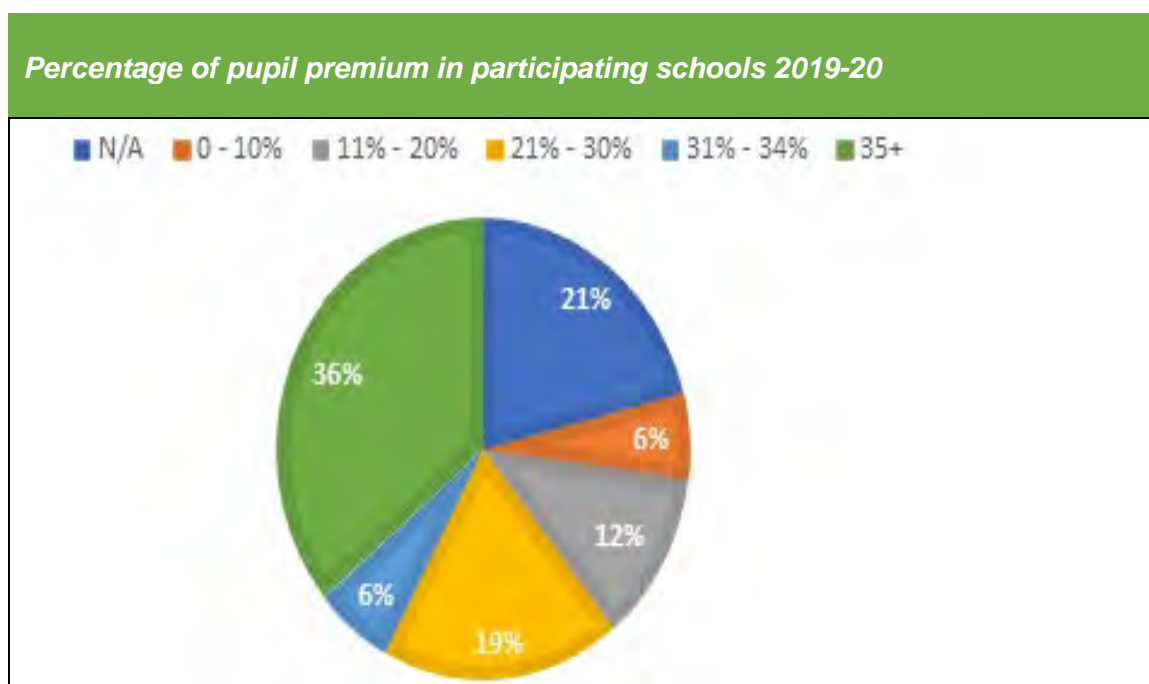
Percentage of secondary, key stage two, key stage one and early years foundation stage students, 2019-20



Reaching disadvantaged school students

There is a wide recognition and concern over the attainment gap between disadvantaged school students and their peers, and the OS learning programme has engaged schools in some of London's most deprived boroughs, including Tower Hamlets, Newman, Hackney, Islington and Haringey (see appendix 3 for maps illustrating the programme reach within areas of deprivation).

Pupil premium is an indicator of disadvantage as it is allocated to children who have been in receipt of free school meals, looked after or adopted from care. The average pupil premium level for primary schools in England is 21%, and 35% is high. Through monitoring school pupil premium as an indicator of disadvantage, we know that the school services have reached a significant number of these students; 36% of participating schools had a pupil premium level of 35% and above:



Evaluation

Connection:

- 81% of participants felt connected or very connected to our Open Spaces after taking part in a school workshop.
- 19% increase in feelings of connection to Open Spaces, compared to a 5% increase in 2018-19.

Confidence:

- 88% of participants felt confident or very confident to 'explore places like this' after taking part in a school workshop.
- 13% increase in feelings of confidence to explore Open Spaces, compared to an 8% increase in 2018-19.

Feedback

"Investigation with a practical application and context!" Teacher, Kentish Town Primary School ('Soil Scientists' workshop, Hampstead Heath)

"Children were able to experience aspects of Stone Age living as they were immersed into the forest environment. The session was great and nicely fitted into our work on the Stone Age to Iron Age. The objectives were met. Building the shelters was raw fun and the fire making was brilliant too." Teacher, Mandeville Primary School, Hackney ('Stone Age Survival' workshop, Epping Forest).



School students participating in an orienteering workshop on Hampstead Heath.

School workshops

All school workshops support the delivery of the National Curriculum. The school workshops offered at the different sites can be viewed on our website:

<https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/learning-at-hampstead-heath>

<https://www.cityoflondon.gov.uk/things-to-do/green-spaces/epping-forest/learning-in-epping-forest>

<https://www.cityoflondon.gov.uk/things-to-do/green-spaces/west-ham-park/learning-in-west-ham-park>

Increasing participation

During 2019-20 the school team created plans to increase the number of school students engaged in 2020-21, with an emphasis on schools with high pupil premium. The plans included new models of staffing and delivery, marketing, and increased income targets. These plans were put on hold due to the pandemic and associated school closures.

Green Talent

Overview

Green Talent worked with young people struggling in education and/or furthest from the job market, providing opportunities to explore careers in the environmental and green spaces sector. Targeting 13 – 18 year olds, as well as 19 - 25 year olds with additional support needs, the programme provided facilitated opportunities for young people to recognise and develop their individual talents and skills. For example, completing outdoor conservation tasks boosted resilience, confidence and self-esteem through the achievement of purposeful goals, and activities such as sharing food around a fire helped to build peer relationships by opening dialogues around a shared new experience. Case studies are available on request. Outputs included:

- Scoping study for the Green Talent project moving forward, including identifying target boroughs and youth provisions in boroughs adjacent to our Open Spaces sites.
- Respite session for Brent Young Carers - fire lighting, hot chocolates, and team shelter building challenge. An opportunity to pause responsibilities and enjoy spending time in nature.
- Culture Mile Work Experience programme - practical conservation and learning activities on Hampstead Heath (as part of a wider work experience programme led by Culture Mile Learning)
- Team building sessions for Wormwood Scrubs summer youth programme
- 12-week programme of outdoor learning and skill building at Meadway Pavilion Pupil Referral Unit, Barnet
- Horticulture hands-on learning sessions for Meadway Pavilion Pupil Referral Unit horticulture students, Golders Hill Park
- 10-week practical conservation programme for young people at Hampstead Heath
- Practical outdoor skill-building session for unaccompanied young refugees with the Refugee Council at West Ham Park .

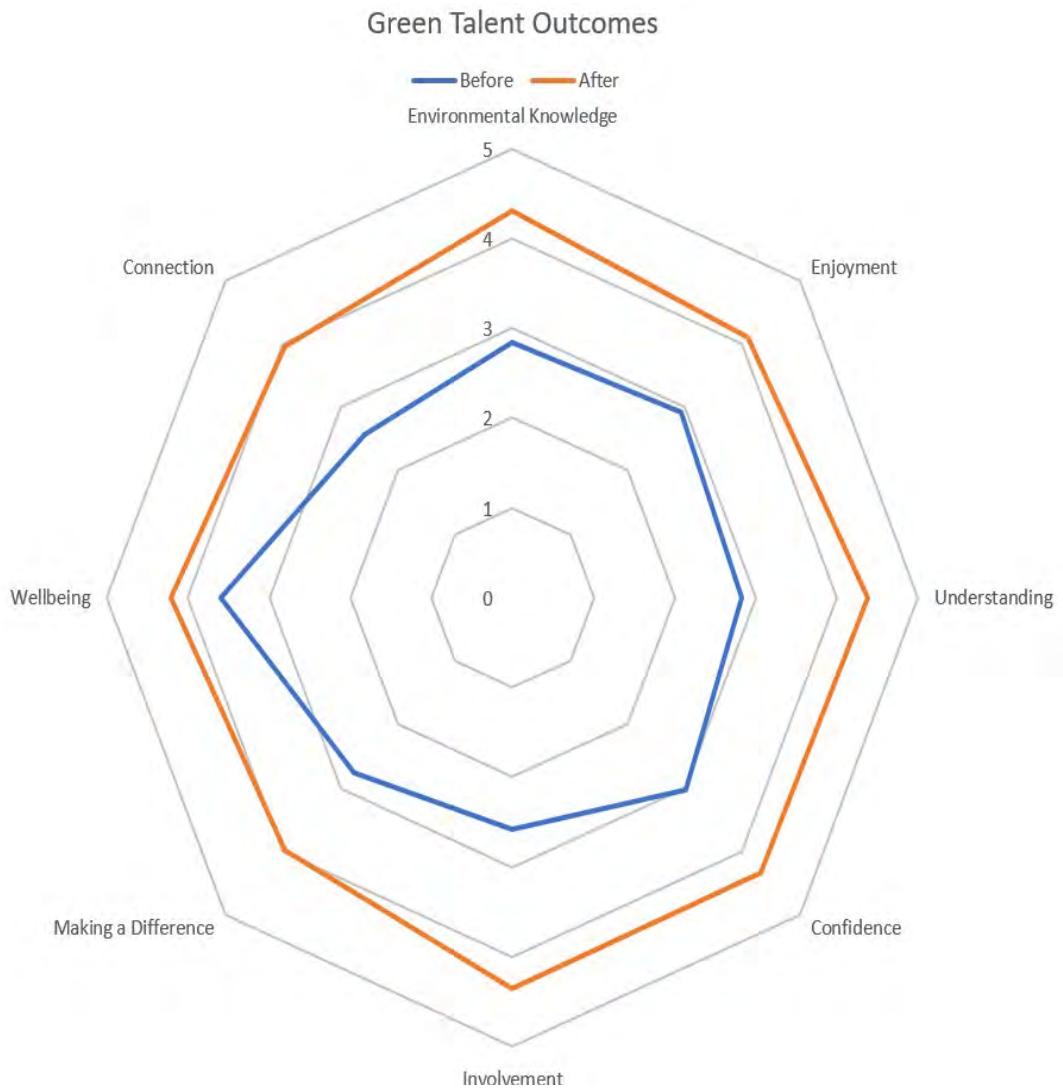
Participation

Green Talent 2019-20	Target	Actual
Total number of young people participating in the programme	85	90

Evaluation

Combining the evaluation toolkit developed in collaboration with Derby University together with some bespoke evaluation questions developed in collaboration with Green Talent Participants, the programme demonstrated a positive difference across the five learning impact areas as well as environmental knowledge, making a difference, and enjoyment.

The following 'outcomes star' shows participants' perceptions before and after taking part in Green Talent sessions.



Feedback

“It was great to see how the young people took to learning all the different skills you showed them... this was such a valuable experience for them all. From what the young people said afterwards they got a lot out of accomplishing the tasks and working together – making new friends, as some of them wrote on our feedback forms. You may also have heard them say that if they hadn’t come they would just have been staying at home in their rooms, which is the worst thing for them in their situations.” London Manager and Senior Children’s Psychotherapist, Refugee Council

“I’ve really enjoyed being involved in this programme, it has given me the chance to take a much needed break from caring, meet other young carers and learn new skills. We’ve all really enjoyed this opportunity more than we thought we would. It has also been a great boost for our mental well-being”. Participant, Brent Young Carers



Respite session for Brent Young Carers, Hampstead Heath

Play Programmes (Hampstead Heath):

Overview

Two play centres at Hampstead Heath provide both indoor and outdoor play facilities, with an Adventure Clubhouse providing play facilities for under-16s, and a One O'clock Club providing play facilities for under-fives and their parents/carers. The centres are located in the south of the Heath, adjacent to the borough of Camden, which is ranked in the worst four London boroughs for income inequality (Trust for London), and close to areas of deprivation such as Gospel Oak ward where there is 39% child poverty (Open Data, Camden Council).

The play centres bring individuals and communities together to share experiences and promote mutual respect and tolerance. Analysis of postcode data from participants shows that the centres are engaging people from wards where poverty is high, such as Gospel Oak and Haverstock, as well as wards in which most areas are affluent, such as Hampstead Town. The play facility provides an open, welcoming space in which communities can meet and engage in a shared interest regardless of background and circumstance, thus supporting community cohesion.

The play centres were staffed by playworkers who were able to support young people's play and learning. The Adventure Clubhouse was open from April to October, offering a school

holiday programme and after school provision. The One O'clock Club was open all year round, offering afternoon sessions every weekday.

Both provisions were free to access and provided a space where children could play and engage in activities that they had freely chosen, including both facilitated play and free play. Outdoor play included den building, sand, mud and water play, obstacle courses and circus skills. Indoor activities included mask making, leaf printing and badge making. At the Adventure Clubhouse, outdoor adventure play structures were also provided.

Children over the age of eight were able to visit without an accompanying adult, which enabled children whose parents/carers are not able to take them to activities outside school to participate.

Participation

The 2019-20 play programme exceeded its targets and exceeded 2018-19 participation:

Play Programme 2019-20	Target 2019-20	Actual 2019-20
Number of young people attending the Clubhouse	8,000	8,035
Number of under-5s attending the One O'clock Club	8,500	9,208
Number of adults attending the One O'clock Club	6,500	6,709
Total number of participants	23,000	23,952



Nature craft activity at the Adventure Clubhouse



Sensory activity at the One O'Clock Club

Community engagement and volunteering

Overview

The learning team inspire and enable under-represented local communities to access and enjoy our open spaces. They provide targeted programmes including family learning and play sessions and volunteering opportunities.

The team facilitate volunteering experiences which enhance well-being and build connection to the green spaces and provide training and development opportunities.

The team provide training and volunteer management resources for staff across the Open Spaces department.

Outputs

- Partnership with 'Ambition, Aspire, Achieve', an organisation that works and supports families from very deprived areas in Newham, one of London's most deprived boroughs, supporting their audiences to engage with our learning programme and Open Spaces
- Social action project with a secondary school; the project developed activities and resources to engage residents in care homes in Waltham Forest, bringing aspects of Epping Forest to them (e.g. forest sounds, leaves, images, stories).
- Partnership with Newham Dementia group, looking at how a group of people with early dementia could access West Ham Park and what the Learning team could develop to engage with this group. Due to Covid restrictions this project was put on hold
- Development of new volunteer roles within the learning team – Epping Forest Schools Volunteer and Hampstead Heath Play Volunteer
- Partnership with UCL Art and Science faculty, supporting an undergraduate student to carry out a research project for our Learning Team. The project looked at how the Learning Team could make some activities more accessible to children with learning disabilities (case study available on request)
- Nature play programme on Hampstead Heath, designed to help families explore the natural world, understand the risks and benefits of natural play, and increase their confidence to play in natural settings. (Working in partnership with a range of local nurseries, play groups and family centres in Camden.).

Participation

Programme strands	Target 2019-20	Actual 2019-20
Number of learning volunteers engaged with the programme	20	16
Number of community engagement participants	500	572

Evaluation

Confidence: 107% increase in confidence to explore our Open Spaces after taking part in the 2019-20 learning volunteer programme.

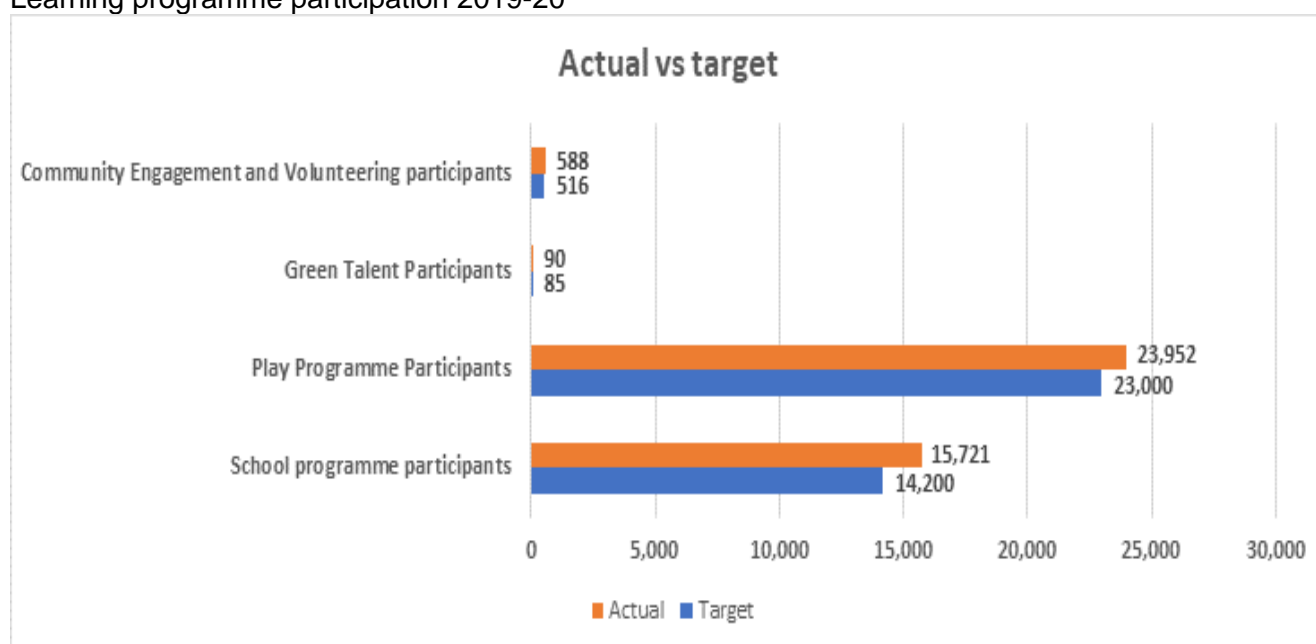
Wellbeing: 29% increase in feelings of wellbeing after taking part in the 2019-20 learning volunteer programme.

2019-20 Participation summary

The learning programme engaged 40,351 participants in 2019-20

Participants	Target	Actual
School programme participants	14,200	15,721
Play programme participants	23,000	23,952
Green Talent participants	85	90
Community engagement and volunteering participants	516	588
Total	37,801	40,351

Learning programme participation 2019-20



2019 – 20 Highlights summary

- Over 40,000 participants engaged in school, play, youth, volunteer and community engagement programmes.
- Programme evaluation demonstrated a positive change across the five learning impact areas.
- Schools in London's most deprived boroughs, including Tower Hamlets, Newham and Hackney, participated in the programme.
- Partnership with 'Ambition, Aspire, Achieve' facilitated programme participation for families from very deprived areas in Newham.
- Social action project for young volunteers helped to bring memories of Epping Forest to Waltham Forest care home residents.
- Bespoke respite session provided for young carers.
- Long term programmes for pupil referral units enabled young people to build confidence and skills.

Programme Review 2020-21

The learning team had prepared for 2020 – 21 with plans and resources in place to increase school engagement and associated income targets at Hampstead Heath and Epping Forest, deliver a targeted programmes for youth, community and volunteer engagement and continue the successful play programmes. However, the restrictions imposed by the Covid pandemic posed challenges, including school closures. Whilst this impacted on the number of people the learning team could engage face-to-face, the team continued their focus on reaching people living in deprived areas of London, and developed programmes to support children, families and communities living with limited access to outdoor space and resources.

Rather than working within distinct project areas, the learning staff worked flexibly as a team to produce resources and activities. Staff adapted to new ways of working, moving from face-to-face engagement with people and the outdoors to home-based desk working, and learning new skills such as film editing and digital design. The team innovated and adapted the learning programme to accommodate each phase of the pandemic.

March – July 2020

Key restrictions introduced: UK in lockdown and schools closed (although vulnerable and key worker children could attend).

During the first lockdown, the team created a brand-new series of nature-focused learning resources. Whilst there were already online resources available (e.g. National Trust and RSPB websites), the team sought to reach families who may have limited IT access, little/no outdoor space, and limited resources (e.g. crafting materials, science equipment). Activities were designed to use simple resources, such as old cereal packets and milk cartons. See www.cityoflondon.gov.uk/learningprogrammeresources

The team's nature-focused activities included both activity sheets and videos which schools and families could then do themselves, e.g. videos teaching children how to do a bug hunt and create eco art, and worksheets demonstrating how to make a bird feeder or sun catcher. The learning materials were sent to over 800 London schools, with teachers sharing the activities with the children at school and those at home, and printed activity sheets were shared via food banks, community centres and hostels, reaching families who may not have access to a computer or printer. The resources were also shared via local authority newsletters and websites (City of London, Camden, Islington, Newham, Brent, Tower Hamlets, Waltham Forest), and activity sheets were included in packs curated by Culture Mile Learning and A New Direction, reaching families in need across London.

The team also produced a learning pack of narrative based activities inspired by Epping Forest, history and time travel. A time travelling character, letters and clues engaged children in solving a mystery whilst exploring the history and heritage of Epping Forest from the home or classroom.

The team also developed guidance for managing volunteers during the pandemic for the Open Spaces Department. The guidance was regularly updated in accordance to changes within the Governmental guidance.

Outputs

- 1 heritage learning pack
- 30 activity sheets
- 7 activity videos
- Vounteering guidance for the Open Spaces Department

(See www.cityoflondon.gov.uk/learningprogrammeresources)

Reach

- 800 schools via OS Learning newsletters
- 74 community groups across Camden, Waltham Forest, Newham and Hackney
- 7 local authority newsletters/websites: City of London, Camden, Islington, Newham, Brent, Tower Hamlets, Waltham Forest
- 300 families via food bank deliveries from Aishah Help (Newham, Hackney and Tower Hamlets)
- 150 families via 'Food for London Project' (Waltham Forest)
- 13,500 families via Culture Mile Learning Play Packs
- 6,800 London families via A New Direction 'Let's Create Packs'
- A new webpage was created to host the activities, and links were regularly shared via Open Spaces divisional facebook/twitter, City Corporation social media feed, the Lord Mayor's feed and the Policy Chair's feed.

Evaluation

Evaluating the impact of the activity sheets and videos produced in the first few months of the pandemic was challenging. Initially the team focused on producing the resources and reaching children and families in need as a priority and did not develop an evaluation methodology prior to sharing these resources. Later in the year, they worked in partnership with UCL, supporting an undergraduate student to carry out a research study on the impact of these resources. Unfortunately, the data gathering phase of this project coincided with lockdown three where many staff in the community groups and charities (where the resources had been shared) were on furlough, making it very difficult to gather feedback. However, the surveys produced can be used again.

Feedback

"Thank you very much for the ideas during lockdown. I will be setting these as tasks for pupils via google classroom." Teacher, Curwen Primary School, Newham

"The learning resources and activity sheets provided by the City of London Open Spaces Team have been greatly appreciated by the families, children and young people we have been supporting during these challenging and unprecedented times. We have shared them as part of the weekly food and activity packs we have been delivering to the doorsteps of some of our most vulnerable children and young people during lockdown. Many of those we support do not have a garden or easy access to green spaces and have really been struggling during this period. The nature themed activity sheets and resources have been a really great way to promote positive activities and a great addition to the packs we've been delivering." CEO, Ambition, Aspire, Achieve (Newham)



Printed activity sheets delivered to England's Lane Hostel for homeless families in Camden, where families are living with limited space and resources.



Shelter created by Capel Manor Primary in Enfield, using one of our activity videos to engage the vulnerable and key worker children who were in school during lockdown one.



OS Learning resources included in Culture Mile Play Packs

August 2020

Key restriction eased: Groups of six allowed to meet outdoors

The team were able to work face-to-face with groups of up to five participants outdoors, and facilitated sessions at Epping Forest, Hampstead Heath and West Ham Park. In response to concerns over the impact of the pandemic on mental health, the sessions were designed to promote wellbeing by spending time in nature, learning new skills, discovering something new, being creative, and working together as a group. An evaluation toolkit developed by UCL was used to measure wellbeing before and after the sessions and results show that participants' wellbeing increased by an average of 22% after taking part in the session.

Activities included eco art, pond dipping, shelter building and nature crafts, and included both family learning sessions for all ages and nature-play sessions for children under 5 and their parents/carers.

The sessions were designed to keep people safe during the Covid-19 pandemic – the max group size was 6 (including the facilitator), and they took place exclusively outside with social distancing, hand washing stations or hand sanitizer are available, and all equipment cleaned before use.

The summer programme prioritized sessions for groups who may have struggled during lockdown, working with 'Ambition, Aspire, Achieve' in Newham to run a series of sessions for young people who have been struggling with anxiety and depression over lockdown, as well as other children and families local to its green spaces. The programme delivered a range of outdoor activities such as clearing leaves and watering plants, which boosted self-esteem and confidence.

Outputs

- 56 Family Nature Wellbeing sessions at Hampstead Heath, Epping Forest and West Ham Park
- 35 Nature Play sessions for under-5s and parents/carers at Hampstead Heath
- 6 Nature Wellbeing sessions for young people suffering from anxiety and depression at West Ham Park

Reach

- 232 family learning participants
- 144 nature play participants
- 33 young participants suffering from anxiety and depression

Sessions were fully booked at Epping Forest, West Ham Park and Hampstead Heath, although there were some cancellations due to bad weather.

Evaluation

- 22% increase participants' sense of wellbeing after taking part in a family Nature Wellbeing Workshop.

Feedback

"We had a brilliant outdoor session in Epping Forest... Our 9 year old daughter had so much fun building a shelter in the forest and engaging in eco art activities such as leaf bashing and stick spider webs. As a busy family, it was fantastic to spend time outdoors together, work as a team and join in the fun and creative activities while learning new skills. The session was professionally organised, led by a very friendly and welcoming team member who put us at ease straight from the beginning." Participants, Family Nature Wellbeing workshop, Epping Forest.



Children from the 'Ambition, Aspire, Achieve' project helping to clear leaves and water plants in West Ham Park, boosting confidence and self-esteem.



Mini clay models created at a Hampstead Heath Nature Play session

September – December 2020

Key restriction eased: Schools and indoor play provision reopen.

The learning team launched a Covid-safe programme for schools and play, reorganising the school programme to take place entirely outdoors, and opening the two play centres with new safety measures in place. Covid-safe changes included school groups working in their bubbles, OS Learning staff maintaining social distancing, enhanced cleaning, advanced booking for play programmes, and limits on the number of participants.

The team developed two new programmes for delivery in schools – a ‘Nature and Wellbeing’ workshop designed in response to concerns over the impact of Covid on mental health, and a ‘Habitats and Minibeasts’ session designed to help students to discover more within the school grounds. These programmes aimed to accommodate schools who were unable to travel due to the pandemic.

The team provided a weekly ‘Nature School’ at an inner-city school in Newham for a group of children with autism. The school were unable to visit our sites due to Covid restrictions. The team worked with the school to enrich their outside space with logs and natural materials, and delivered a variety of activities to encourage social interaction, hands-on exploration and connection with nature, such as making pine cone bird feeders and observing bird life together. The school were so delighted with the positive impact the sessions are having on the children that they created a ‘nature school hub’ within their school so that all classes can benefit, and plan to visit West Ham Park as soon as it is safe for them to do so.

The team ran regular weekly sessions for students from White Trees School – a specialist school for looked-after young people who experience behavioural, emotional and social difficulties. The young people benefitted from a varied programme designed to build confidence and connection with nature. The group spent time in Epping Forest, learnt new skills such as orienteering and wood carving, and contributed through activities such as litter picking.

The team ran Family Nature Wellbeing sessions at Epping Forest and Hampstead Heath over the autumn half term holiday.

The team continued to share activity sheets and videos, working with CoL’s ‘Our City Together’ team to include content within their newsletter and website.

Outputs

- 2 new ‘in-school’ sessions developed
- 1 new ‘in-school’ weekly programme for children with autism
- New Covid-safe play programme and working practices for 2 play centres (Hampstead Heath)
- New Covid-safe school programme and working practices (Hampstead Heath, Epping Forest, West Ham Park)
- New weekly programme for looked-after young people with behavioural, emotional and social difficulties (Epping Forest)
- 24 Family Nature Wellbeing sessions at Hampstead Heath and Epping Forest
- 2 facilitated sessions for young people suffering from anxiety and depression (West Ham Park, partnership with ‘Ambition, Aspire, Achieve, Newham)

Reach

- 1,192 on-site school participants (Hampstead Heath, Epping Forest, West Ham Park, 42 sessions)

- 102 in-school workshop participants (2 sessions)
- 36 in-school autism programme participants (5 weekly sessions)
- 447 participants at the One O’Clock Club
- 100 participants at the Adventure Clubhouse
- 116 family learning participants
- 13 young people suffering from anxiety and depression (partnership with ‘Ambition, Aspire, Achieve, Newham)

Evaluation

Participants in bespoke sessions for young people suffering from anxiety and depression reported improvement across all five impact areas: connection, involvement, confidence, understanding and wellbeing.

Feedback

“In these challenging times, the staff at Hampstead Heath made our first school trip since March one to remember. With clear risk assessments, excellent pre and post visit communication and an amazing days worth of survival activities, it was a joy to see another side of our students beyond the gates of the school.” Teacher, Carlton Primary School, Camden

“The One o’clock club is a great place for young children, the two staff are wonderful and make us feel comfortable and make the children so happy, they always have time to talk and always there to help! Activities are fantastic and the resources are always so clean and tidy all the time. So happy when we come here!!” Participant, One O’Clock Club



Primary school programme at West Ham Park – the students enjoyed festive wreath making.

January – February 2021:

Key restrictions introduced: UK in lockdown and schools closed (although vulnerable and key worker children could attend).

Some learning team members were furloughed part time during the winter 2021 lockdown; however, when working, they continued to engage learners, and developed a flexible learning programme of activities for the key worker, SEND and vulnerable children who were attending school, which was offered to schools within walking distance of West Ham Park, Hampstead Heath and Epping Forest. For many schools it was challenging to come out on a trip at this time (reduced staffing due to illness or staff self-isolating and additional workload for teachers as they adapt to changes) however, a small number of local schools close to Hampstead Heath and West Ham Park were able to visit, often for regular weekly sessions. The outdoor learning sessions provided a great opportunity for the children in school to work together as a team, build wellbeing, and apply their classroom learning in a new context.

The team continued to run weekly in-school sessions for children with autism and worked with an evaluator to better understand the impact of the programme and the aspects of the development and delivery that enabled these outcomes.

The team continued to share nature-focused activity sheets and videos. The resources were shared with teachers across the UK via the Learning Outside the Classroom website and the UK School Trips newsletter, which has a search reach of over 400,000 educators, and via 'Find Fusion' - the CoL Education Strategy Unit's new digital platform for learning.

The team collaborated with the Refugee Council to provide a virtual exploration of Epping Forest for young unaccompanied refugee minors. The group of young people had experienced serious and often multi-layered trauma and took part in the session as part of a wider programme to help improve their wellbeing. Participants were shown an aerial video of drone footage over the Epping Forest area to give them a sense of the scale of the area, as well as being shown different areas in the forest by a learning officer using a live video link. The focus of the session was looking at the birds of Epping Forest, and the birds that the participants would be able to see in their local area.

Whilst the team was unable to work face-to-face with pupil referral units and looked-after children over January and February, they delivered a series virtual sessions to New Rivers College (a pupil referral unit in Islington) based around skills and careers in the outdoors.

Outputs

- 29 school sessions for vulnerable and key worker school children at Hampstead Heath and West Ham Park
- 2 virtual careers sessions for PRU participants
- 1 virtual tour of Epping Forest for young refugees
- 1 new play programme for Camden families developed
- 5 sessions 'in-school' weekly programme for children with autism

Reach

- 350 on-site school participants (Hampstead Heath and West Ham Park)
- 36 in-school autism programme participants
- 9 young unaccompanied refugee participants (virtual session)
- 8 participants from Pupil Referral Units (virtual sessions)
- 1 evaluation report for in-school nature programme for children with autism produced by professional researcher

Evaluation

An evaluation report on the in-school nature learning programme for autistic children is available on request. The report highlights key strengths of the programme, including a child-centred teaching approach, time to explore, within a natural environment, creative, playful and purposeful activities, and providing supported risks and appropriate challenges. The report findings will be used to inform future practice and will be shared with the environmental education community.

Feedback

“The children in my group are all from the local area and yet they were talking about how the activity helped them see the park in a whole different way. After several lockdowns, it was lovely to see the children enjoying themselves in their local green spaces while learning key skills and working together as a team.” Teacher, Park Primary School, Newham.

“It was such a special session, many of the children got to try fire lighting for the first time in their lives. In addition, many had been stuck indoors for longer than anyone would want because of lockdown! I really liked how you gave them just the right amount of guidance but then let them experiment in a safe way. Flint striking was a real lesson in perseverance. The children all asked when we could return and I promptly booked the Soil Science session.” Teacher, Eleanor Palmer Primary School, Camden



School children taking part in a survival skills and team building workshop on Hampstead Heath

March 2021

Key restriction eased: Schools reopen March 8th; 6 people allowed to meet outdoors from March 29th.

Having worked with a small number of schools within walking distance of the Heath and West Ham Park (supporting key worker and vulnerable children), many of the teachers involved were keen to bring those who missed out whilst home-schooling. The team were ready to welcome schools back to our sites with a Covid-safe outdoor programme.

The team continued to collaborate with Camden Council to identify families who had struggled during lockdown, and began working with Chance UK, a charity that supports children with behavioral and emotional difficulties through a mentorship scheme. Targeted marketing and a priority booking system for a series of Nature Wellbeing sessions was created in advance of a series of sessions running over April. This was successful in engaging a total of 111 participants from these target groups (72% of all participants).

The team developed an outdoor nature-play programme aimed at children and parents/carers who would normally visit the One O'clock Club on Hampstead Heath and developed marketing materials and Covid-safe play activities for the reopening of the One O'clock Club in mid-April.

The team supported a school in Newham to develop their school grounds into a sensory garden and relaxation zone for children with special educational needs and children who need some space away from a traditional classroom environment. The team were able to give advice on planting and will follow this up with a facilitated session for students to prepare and plant the area in May.

The team worked with five CoL employee volunteers, who supported learning officers in delivering outdoor learning sessions for schools.

The team collaborated with the CoL Learning and Development team to design and deliver volunteer management training for staff across CoL.

Outputs

- 37 school sessions at Hampstead Heath, Epping Forest and West Ham Park
- 1 new play programme for Camden families developed
- 4 'in-school' sessions for children with autism
- 1 bespoke plan for an in-school sensory garden
- New training programme in volunteer management developed

Reach

- 945 on-site school participants
- 51 in-school autism programme participants
- 45 Nature Play participants

Evaluation

- 84% of participants felt connected or very connected to our Open Spaces after taking part in a school workshop.
- 84% of participants felt a strong sense of wellbeing in nature after taking part in a school workshop.

Feedback

“Year 6s really enjoyed the WW2 session at the park. As well as consolidating their knowledge of the topic, they were really struck by how the park they know so well was impacted by the war - particularly seeing the bomb crater and allotment images and plot. The activities were all very hands on and having artifacts (and replicas) to physically interact with supported their engagement and understanding. All the sessions were carried out in a very safe way. We will definitely book this activity again next year.” Teacher, Park Primary, Newham

“It’s really nice to see them happy. They have smiles on their faces when they go there [to Nature School]. They really enjoy it. It makes me happy.” (Teaching Assistant, Nature School for children with autism, Newham).



Nature learning resources developed for the 'in-school' nature programme for children with autism

2020-21 Participation summary

The 2020-21 learning programme engaged 4,017 participants in learning activities facilitated by a learning officer. These numbers are significantly lower than the target due to the restrictions of the Covid pandemic, which limited both opportunities to safely engage with audiences and the numbers that could be safely accommodated.

The figures below do not include self-led learning, e.g. using activity sheets and videos created by the learning team.

Participants	Target	Actual
School programme participants	18,350	2,722
Play programme participants	23,000	736
Green Talent participants	150	85
Community, family and volunteering participants	600	474
Total	42,100	4,017

2020-21 Highlights summary

- Activity sheets designed for families with limited resources or access to outside space shared with over 20,000 London families during the Covid pandemic.
- Bespoke school programme for vulnerable children, children with special educational needs and disabilities, and key worker children, engaging 1,257 participants during Covid lockdown 3.
- Two new 'nature wellbeing' workshops developed in response to the impact of the Covid pandemic on mental health, engaging 400 participants.
- Bespoke activities and virtual tour of Epping Forest delivered for unaccompanied refugee minors.
- Bespoke outdoor sessions for young people in Newham suffering from anxiety and depression.
- New 'in-school' nature programme for school children with autism, delivering 14 weekly sessions.
- New covid-safe play programme engaging 736 participants, engaging children and families with limited play space at home.

Summary 2019 - 21

- The Open Spaces Learning Programme delivered a successful two years, engaging 44,487 participants.
- Evaluation showed that the programme had a positive impact on participants' understanding, wellbeing, confidence, connection and involvement with nature.

Due to the Covid pandemic, the two years were very different:

- In 2019-20 the programme delivered a 'business as usual' programme of school, play, youth, community and volunteer engagement.
- In 2020-21 the learning team delivered an innovative, adapted programme in order to reach audiences with limited access to resources and outdoor space during the Covid pandemic and associated restrictions.

Appendix two

Strategic Value

Corporate Plan

The Learning programme contributes to the delivery of all three of the 2018 – 2023 Corporate Plan's overarching aims and seven of the 12 outcomes:

- ***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:***
 - 8. We have access to the skills and talent we need.

- ***Shape outstanding environments:***
 - 10. We inspire enterprise, excellence, creativity and collaboration.
 - 12. Our spaces are secure, resilient and well-maintained.

The learning programme also supports delivery of the following corporate strategies:

Social Mobility Strategy: Potential today, success tomorrow:

- Everyone can develop the skills and talent they need to thrive
- Opportunity is accessed more evenly and equally across society

Education Strategy:

- Provide an educational experience that enriches and inspires through access to the learning opportunities that the City's cultural, heritage and environmental assets offer, combining creativity, innovation and enterprise alongside tradition and continuity
- Provide high quality exposure to the world of work at all stages of education to enable pupils to make informed career choices

Open Spaces Department Business Plan:

- People enjoy good health and wellbeing
- Nature, heritage and place are valued and understood
- People feel welcome and included
- People discover, learn and develop

Appendix three

Learning principles

A set of learning principles for schools and play inform programme development and delivery. The development of the principles involved combining relevant research with the professional expertise of learning team members to create a shared approach to learning programme development and delivery.

Team members' professional expertise (accumulated over time through reflection on experience of learning programme development, delivery and evaluation) was valued from the start and cross-referenced with academic research.

Recognising the importance of children having time to explore green spaces to build connection and confidence, and emphasising doing and discovering to support participants as active learners, are just some highlights from these principles.

The principles:

- map across the five impact areas
- bring together the expertise of the team and relevant research
- enable shared reflective practice and a shared vision for quality learning
- increase the level of active engagement of participants
- provide a tool for effective decision making and peer review

The learning principles are available on request.

Appendix four

Maps showing school programme reach and areas of deprivation in London

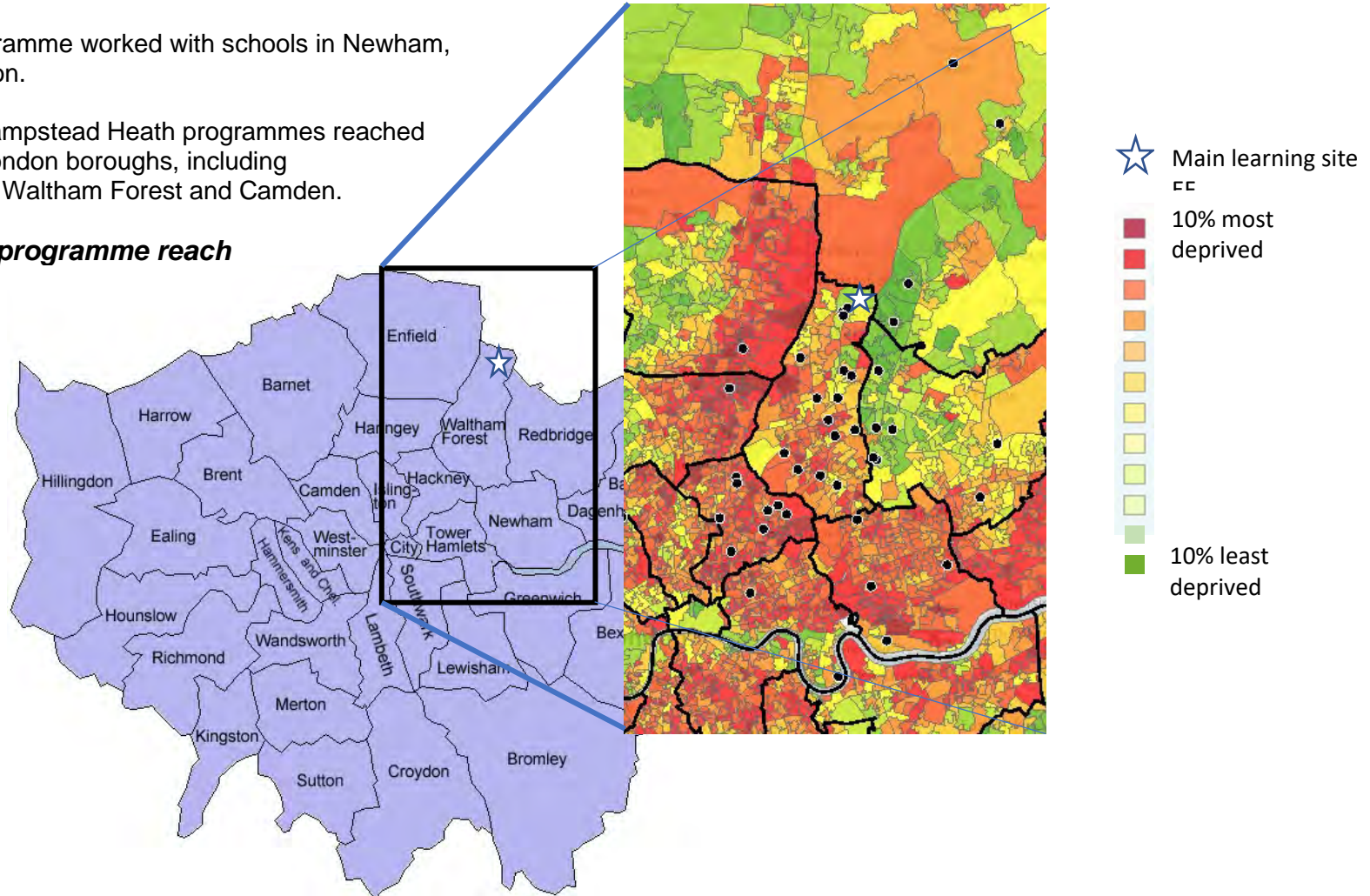
Data from the Government Index of Multiple Deprivation for England is shown on the maps using a coloured scale. Schools participating in the Open Spaces Learning Programme (2019 – 2021) have been overlaid on the map, showing programme reach.

The Index of Multiple Deprivation was created using indicators across seven domains: income, employment, education, health, crime, barriers to housing and services, living environment, and provides a measure of relative deprivation.

The West Ham Park Programme worked with schools in Newham, and area of high deprivation.

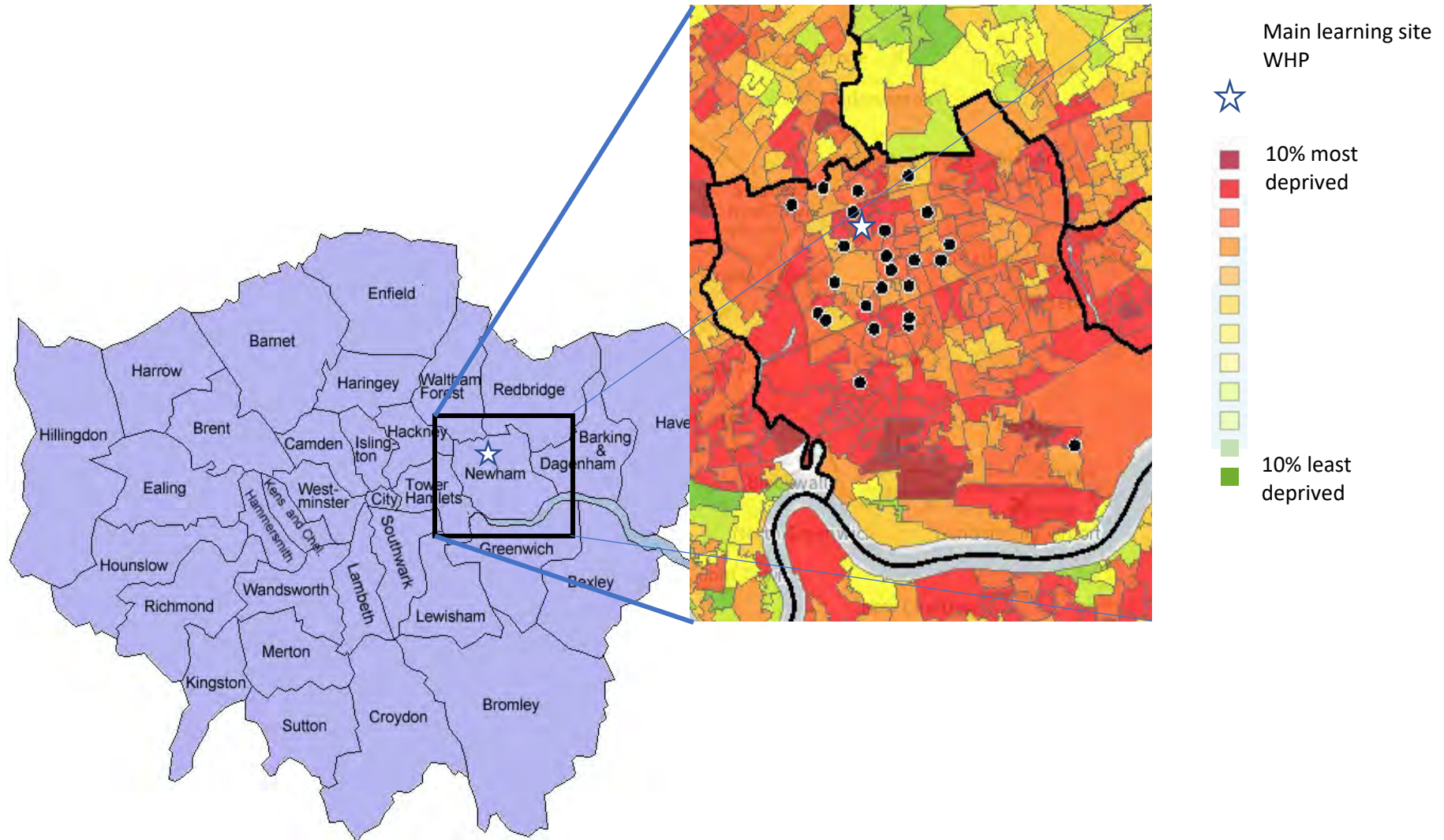
The Epping Forest and Hampstead Heath programmes reached schools across multiple London boroughs, including Tower Hamlets, Hackney, Waltham Forest and Camden.

Epping Forest school programme reach

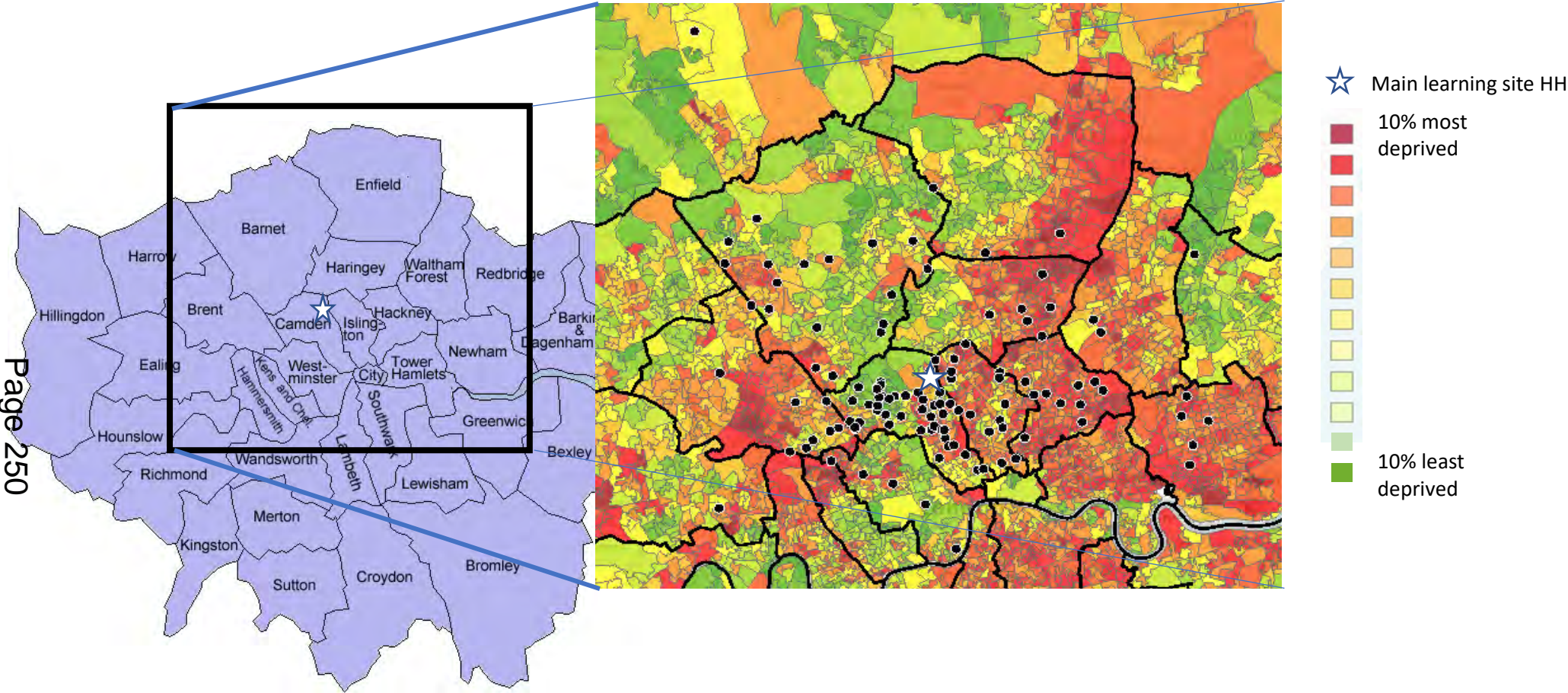


West Ham Park school programme reach

Page 249



Hampstead Heath school programme reach



Committee:	Date:
Open Spaces & City Gardens	13 July 2021
Subject: City Gardens Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of Open Spaces	For Information

Summary

This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since April 2021.

Recommendation

Members are asked to:

- Note the report

Main Report

Current position

Finance

1. As detailed in the previous City Gardens update, the service commenced the 2021/22 financial year with £158k deficit of, as yet; unidentified savings, which equates to 9% of the total budget. The team is working to reduce this over the year through increasing income and identifying ways to minimise expenditure.

Personnel

2. Two staff on fixed terms contracts have recently been offered permanent contacts at other organisations. Agreement has been gained to recruit new staff on fixed term contracts until March 2022. The recruitment process is currently underway. One of these gardeners filled the post recently funded by the

Barbican residents to focus on Thomas Moore and Speed gardens, we will be seconding to this position to ensure continuous service.

Procurement

3. City Gardens are currently carrying out a number of procurement exercises this financial year, these will help ensure that City Gardens continue to provide a value for money service:
 - Tree procurement tender – will be let before the end of the financial year.

Operational Activities

4. **Climate Action Strategy:** City Gardens are actively involved with the sustainability team to deliver this strategy. The team are leading on a project to produce a catalogue of currently used and new resilient plants that are suited to environments found within the city and that can also cope with the climate prediction models for the city. The catalogue will be used by city officers delivering schemes as well as being available to external organisations for the delivery of green infrastructure schemes.

Project Updates

5. **Covid Streets Programme 19 planters:** Additional planters and parklets are now be added to existing and new sites.
6. **New Bridge Street/Queen Victoria Street Garden:** The adjoining building on New Bridge Street (currently housing the El Vino Wine Bar at ground level) is having further storeys added to the top of the building. The project will also include a new south facing green wall. This development will affect the adjacent garden as the scaffolding and hoarding is being erected on the paved area at the north end of the garden. Two of the mature Lime trees have been pruned extensively on the north face to facilitate this work.
7. **2-6 Canon Street (phase 2) Old Change Court/St Nicholas Cole Abbey** This work has recently commenced. Forming a second phase of the capital project it incorporates new beds, trees and an irrigation system. It is also proposed that some planting improvements to the front of the Church (St Nicolas Cole Abbey) on Queen Victoria Street will be implemented. Planting is anticipated in autumn 2021.
8. **Greening Cheapside Phase 1B (Sunken Garden)** Following Gateway 3 approval in February 2021, officers have worked on the funding strategy and successfully secured an additional £50k from the Cheapside Business Alliance. Officers also engaged with the City's Climate Action Strategy Cool Streets and Greening Officer Board, who identified Greening Cheapside Phase B Sunken Garden as a pilot project in their programme and are recommending an allocation of £198k towards the capital costs, maintenance, evaluation and monitoring. Subject to committee approval of the Climate Action Cool Streets

and Greening Programme report at July Committees, an Issue report is to be submitted at the same Committees to approve the proposed funding strategy for Greening Cheapside Phase 1B. This would enable progression of the option that delivers the most environmental benefits and is the one preferred by all stakeholders.

9. **Moor Lane:** Design discussions are under way to finalise the permanent scheme replacing the two temporary schemes currently on site. This will include a sustainable urban drainage system (SUDS) and the widening of the eastern pavement.
10. **St Bride Street – River Court HVM removal:** This project includes the removal of the slim planters along St Bride Street, the removal of the planters on Poppins Court, along with the bollards. Utilities surveys are currently being undertaken to identify tree planting locations.

Planning

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

Community, Volunteering and Events

12. Friends of City Gardens are organising a corporate volunteer day at Bunhill Fields with Skanska to top up the gravel paths in the south of the site. Skanska are paying for the supply of the gravel.
13. City Gardens will be judged for London in Bloom on the 15th July.

Appendices

Appendix 1 – List of planning application Open Spaces consultations to July 2021

Jake Tibbetts

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APPENDIX 1 - Planning Application Open Spaces Consultations to March 2021

Application number	Location	Description
PT_GHS/21/00534/FULMAJ	100 And 108 Fetter Lane London EC4A 1ES	(Option B) Demolition of 100 Fetter Lane (bordering on the Former Burial Ground of St Dunstan in the West) and construction of a new building for office use (Class E) and a flexible commercial unit (Class E(a)(b)(c)(d)), comprising a basement level, ground, mezzanine and 12 upper storeys plus roof plant level, creation of a new pedestrian route and pocket square at ground level, ancillary cycle parking, servicing, plant and enabling works.
PT_GHS/21/00454/FULMAJ	100 And 108 Fetter Lane London EC4A 1ES	(Option A) Demolition of 100 and 108 Fetter Lane (bordering on the Former Burial Ground of St Dunstan in the West) and construction of a new building for office use (Class E) and a public house comprising a basement level, ground, mezzanine and 12 upper storeys plus roof plant level, creation of a new pedestrian route and pocket square at ground level, ancillary cycle parking, servicing, plant and enabling works.
PT_LH/21/00392/FULL	65 Holborn Viaduct London EC1A 2FD	Use of the site as a temporary cultural open-air work/event space and garden (Sui Generis) along with the provision of hard and soft landscaping and associated works.
PT_CL/21/00405/FULL	St Pancras Church Garden Pancras Lane London	Alterations to fenestration, removal of portion of masonry wall, and erection of new stair at

		the rear of 80 Cheapside to create new entrance; and reconfiguration of St Pancras Church Gardens open space.
PT_AW/21/00389/MDC	St Mary Staining Churchyard Staining Lane London EC2V 7DE	Submission of details pursuant to condition 4 of planning permission ref. 20/00864/FULL dated 19/01/2021 (ramp into St Mary Staining Churchyard), comprising details of the proposed lighting scheme and cable runs pursuant to part (a) and particulars and samples of the brick and mortar to be used in the ramp's boundary walls pursuant to part (b).
PT_PF/21/00279/FULMAJ	Bounded By King William Street, Cannon Street, Abchurch Lane & Nicholas Lane London EC4N 7TW	Erection of single storey roof extension to provide office (Use Class E(g)) floorspace and includes the creation of roof terraces (including planting).
PT_BAB/21/00304/NMA	81 Newgate Street London EC1A 7AJ	Non-material amendment under Section 96A of the Town and Country Planning Act to planning permission dated 11th September 2020 (20/00311/FULMAJ) to amend the wording of condition 52 to amend the period for replacment of trees.
PT_LH/20/00546/FULMAJ	5 Chancery Lane London WC2A 1LG	Alteration and extension, including: substantial demolition of the fifth floor and full demolition of the sixth floor; alterations to the facades at fourth floor level; erection of a new three storey roof extension at fifth to seventh floor levels for office use, with a landscaped

		amenity terrace and plant room at eighth floor level; and other associated works (REVISED PROPOSALS).
PT_LZR/21/00250/FULLR3	Cunard Place London EC3A 3BP	Temporary installation of an artwork composed of four sculptures for a period of up to two years to be taken down on or before 29 May 2023: Reactivity by Regitze Engelsborg Karlsen.
PT_LZR/21/00249/FULLR3	Open Space In Front of Fenchurch Street Station Fenchurch Place London	Temporary installation of an artwork composed of three sculptures for a period of up to two years, to be taken down on or before 29 May 2023: Bloom Paradise by Jun T. Lai.
PT_LZR/21/00248/FULLR3	O/S 1 Undershaft London EC3P 3DQ	Temporary installation of two sculptures for a period of up to 24 months, as part of the 10th edition of Sculpture in the City, to be taken down on or before 29 May 2023: Harlequin Four by Mark Handforth and Cosmos by Eva Rothschild.
PT_AS/21/00247/FULLR3	Central Public Realm Area 100 Bishopsgate London EC2N 4JL	Temporary installation of a sculpture for a period of up to 24 months, as part of the 10th edition of Sculpture in the City, to be taken down on or before 29 May 2023: Rough Neck Business by Mike Ballard.
PT_AS/21/00245/FULLR3	XL House 70 Gracechurch Street London EC3V 0HR	Temporary installation of a sculpture for a period of up to 24 months, as part of the 10th edition of Sculpture in the City, to be taken down on or before 29 May 2023: Untitled by Tatiana Wolska.

PT_AS/21/00244/FULLR3	Mitre Square London EC3A 5DH	Temporary installation of one sculpture: RedHead Sunset Stack by Almuth Tebbenhoff for a period of up to 24 months to be taken down on or before 29 May 2023.
PT_AS/21/00242/FULLR3	99 Bishopsgate London EC2M 3XD	Temporary installation of two artworks for a period of up to 24 months, to be taken down on or before 29 May 2023: Silent Agitator by Ruth Ewan and Keeping Time by Isabella Martin.
PT_AS/21/00241/FULLR3	Cullum Street London EC3M 7JJ	Temporary installation of a sculpture for a period of up to 24 months, as part of the 10th edition of Sculpture in the City, to be taken down on or before 29 May 2023: Orphans by Bram Ellens.
PT_AS/21/00240/FULLR3	Street Record Bury Court London	Temporary installation of a sculpture for a period of up to 24 months, as part of the 10th edition of Sculpture in the City, to be taken down on or before 29 May 2023: Stone (Butch) by Rosanne Robertson.
PT_GD/21/00116/FULMAJ	City Tower And City Place House 40 - 55 Basinghall Street London EC2V	Demolition of the existing building and the erection of a Class E building for commercial, business and service use with Class E retail use at ground floor level. To include works to: Bassishaw Highwalk; 40 Basinghall Street (known as City Tower); the provision of a new lift and staircase between street and Highwalk level; reconfiguration and re landscaping of the existing first floor terrace area; formation of a new pedestrian route between London Wall and

		<p>Basinghall Street; hard and soft landscaping works including alterations to and within the public highway; other works incidental to the proposed development (49,119 sq.m).</p> <p>This application involves the rescission and alteration of areas of City Walkway through City Place House and City Tower, and rescission and alterations of the city walkway and walkway bridge over Basinghall Street.</p>
PT_PF/21/00236/MDC	8 - 10 Half Moon Court London EC1A 7HE	Submission of details for a landscaping scheme pursuant to condition 3 of permission ref. 20/00258/FULL dated 09.07.2020.
PT_AW/21/00215/FULL	Land Outside Maggie's Centre And The North Wing, St Bartholomew's Hospital West Smithfield London EC1A 7BE	Provision of level access to the main entrance of the Maggies Centre and the east wing entrance of the North Block of St Bartholomew's Hospital, including installation of new stone ramp, steps and railings, regrading, paving and other associated works

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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