



West Ham Park Committee

Date: TUESDAY, 13 JULY 2021
Time: 11.30 am, or on the rising of the Open Spaces and City Gardens Committee, whichever is later.
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Oliver Sells QC (Chairman)
Caroline Haines (Deputy Chairman)
Graeme Doshi-Smith
Catherine Bickmore (External Member)
Rafe Courage (External Member)
Alderman Ian Luder
Wendy Mead
Barbara Newman
Justin Meath-Baker (External Member)
Richard Gurney (External Member)
Cllr James Asser (External Member)
Cllr Tahmina Rahman (External Member)
Deputy John Tomlinson
Rev. Simon Nicholls (External Member)

Enquiries: Richard Holt
Richard.Holt@cityoflondon.gov.uk / 020 73323113

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting via YouTube at the following link

<https://youtu.be/uTxCJRuyqs>

This meeting will be a virtual meeting and therefore will not take place in a physical location. 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

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**

3. **MINUTES**

To agree the public minutes of the previous meeting of the West Ham Park Committee meeting held on the 28th of April 2021.

For Decision
(Pages 5 - 8)

4. **OPEN SPACES MEDIA SUMMARY**

Report of the Town Clerk.

For Information
(Pages 9 - 10)

5. **WEST HAM PARK MANAGERS UPDATE**

Report of the Director of Open Spaces.

For Information
(Pages 11 - 14)

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

Report of the Director of Open Spaces.

For Decision
(Pages 15 - 74)

7. **2020/21 BUSINESS PLAN YEAR END PERFORMANCE REPORT**

Report of the Director of Open Spaces.

For Information
(Pages 75 - 86)

8. **REVENUE OUTTURN 2020/21 - WEST HAM PARK**

Joint report of the Director of Open Spaces and Chamberlain.

For Information
(Pages 87 - 94)

9. **LEARNING PROGRAMME - TWO YEAR CORE FUNDING REPORT: 2019 TO 2021**

Report of the Director of Open Spaces.

For Information

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

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

12. **EXCLUSION OF THE PUBLIC**

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

For Decision

Non-public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting of the West Ham Park Committee meeting held on the 28th of April 2021.

For Decision
(Pages 133 - 138)

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

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

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WEST HAM PARK COMMITTEE **Wednesday, 28 April 2021**

Minutes of the meeting of the West Ham Park Committee held Virtual Public Meeting
(Accessible Remotely) on Wednesday, 28 April 2021 at 11.00 am

Present

Members:

Oliver Sells QC (Chairman)
Caroline Haines (Deputy Chairman)
Graeme Doshi-Smith
Wendy Mead
Deputy Barbara Newman
Deputy John Tomlinson
Karina Dostalova
Catherine Bickmore
Justin Meath-Baker
Richard Gurney
Rafe Courage
Revd Simon Nicholls

Officers:

Richard Holt	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Tim Fletcher	- Town Clerk's Department
Mark Jarvis	- Head of Finance Citizen Services, Chamberlain's Department
Aqib Hussain	- Technology Support Partner, Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's Department
Fiona McKeith	- Head of Corporate Development – Assistant Director
Edward Martin	- Senior Principle Surveyor, City Surveyor
Colin Buttery	- Director of Open Spaces
Martin Rodman	- Superintendent, West Ham Park and City Gardens
Lucy Stowell-Smith	- West Ham Park Manager, Open Spaces Department
Gerry Kiefer	- Open Spaces Business Manager, Open Spaces Department

1. APOLOGIES

Apologies were received from Alderman Ian Luder.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations 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 West Ham Park Committee.

RESOLVED- That the Order of the Court of Common Council for the West Ham Park 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 Chairman for the ensuing year and took the Chair.

RESOLVED- That Oliver Sells be elected Chairman of the West Ham Park 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 West Ham Park Committee for the ensuing year.

6. **MINUTES**

The Committee considered the public minutes and non-public summary of the West Ham Park Committee meeting held on the 12th of February 2021.

RESOLVED- That the public minutes of the West Ham Park Committee held on the 12th of February 2021 be approved as an accurate record.

7. **OPEN SPACES COVERAGE 2021**

The Committee received a report of the Town Clerk on the Open Spaces media coverage for 2021.

RESOLVED- That the report be noted.

8. **WEST HAM PARK MANAGERS UPDATE**

The Committee received a report of the Director of Open Spaces on the West Ham Park Managers Update.

The Committee commented on the quality of the designs for the ship to be included in the West Ham Park Playground and on their excitement to see the outcomes of the project.

The Chairman extended his thanks for the exemplary quality of her work to the West Ham Park Manager who, it was noted, would be leaving her position. The

Committee agreed to place on record their gratitude for West Ham Park Manager's years of work and commended her for her exemplary service.

RESOLVED- That the report be noted.

9. **WEST HAM PARK 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 West Ham Park Trustees Annual Report and Financial Statements for the Year Ended 31 March 2020.

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

There was no urgent business considered in the public session.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the previous meeting of the West Ham Park Committee held on the 12th of February 2021.

RESOLVED- That the non-public minutes of the West Ham Park Committee held on the 12th of February 2021 be approved as an accurate record.

14. **NURSERY PROJECT**

The Committee considered a joint report of the City Surveyor and Director of Open Spaces on the Nursery Project.

RESOLVED- That the report was agreed.

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

There were no questions received in the non-public session.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items considered in non-public session.

The meeting ended at 12.25 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.

Committee	Dated:
West Ham Park Committee	13 July 2021
Subject: West Ham Park Managers 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?	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?	N/A
Report of: Colin Buttery, Director of Open Spaces	For Information
Report author: Martin Rodman	

Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since April 2021. The funding for the work stated is met through the Park's local risk budget (City's Cash), apart from the History Exhibition for which the Friends' Group has secured other funding sources, and the Playground Project, which is a capital bid.

Recommendation

Members are asked to:

- Note the report

Main Report

Current Position

Budget and Personnel

1. **Budgets:** The majority of expenditure for the first quarter of this financial year is in line with expected profile. The one exception is the purchase of a replacement Scarab road sweeping vehicle. A carry forward was secured for this from the 2019/20 financial year, with the aim of procuring the vehicle before 31 March 2021. Unfortunately, due to lockdown restrictions meaning that suitable vehicles could not be trialled, coupled with production delays, this deadline could not be met. A further carry forward of that sum has been applied for citing the unique circumstances and a decision is expected mid-July. However, should this second carry forward be refused, West Ham Park's outturn will reflect the appropriate overspend, which will need to be offset from elsewhere in the departmental City's Cash budget.
2. **Staffing:** Visitor numbers remain high during warmer weather and additional staff were brought in over the May bank holiday to assist with patrolling.

Although the Park was busy, the mass gatherings that took place last year did not materialise and instances of antisocial behaviour were fewer. The playground continues to be exceptionally busy and, with the extension of lockdown restrictions, signage has been renewed to encourage people not to enter if social distancing cannot be safely observed.

Community, Volunteering, Outreach and events

3. **Wild Schools:** The Learning Officer has delivered 57 sessions since April, engaging over 1,500 students in activities spanning orienteering, pond dipping and minibeast hunting (habitats), fire lighting, Eco-art, Bear Hunt and Blitz Detectives. These sessions have all been extremely popular and fully booked, and feedback from both students and the accompanying teachers has been exemplary, with the latter recommending the sessions to their colleagues.
4. **Friends of West Ham Park:** The Friends have submitted an application to the London Borough of Newham, seeking funding for additional planting in and around the new playground, in support of the capital project. It is anticipated that the outcome of the bid can be made available to Members at the meeting. At the time of writing, the opening of the History Exhibition in the flower gardens is scheduled for Sunday 4 July 2021. As per the previous update, this is to be a small-scale event, in line with current covid restrictions, however the Friends have managed to secure the renowned actress, Alison Steadman OBE to open the exhibition. Ms Steadman is a regular visitor to West Ham Park and a great supporter of the environment. The Friends AGM is scheduled for Thursday 8 July, to be held outdoors on the bandstand.

Operational activities

5. The Park continues to be much busier than normally expected for this time of year. Since lockdown measures have eased, the Park's sports facilities have been extremely busy, including an uplift in schools using the facilities after school hours during the week. Bow Green Cricket Club, which uses the Park as its home ground, is currently top of its cricket league, and an influx in football applications has been received for when the season starts in the autumn. Following building renovations at their own home grounds, officers were able to provide temporary accommodation to some local youth teams. The teams were very complimentary of the Park's facilities and it is hoped that further business will result.
6. Another consequence of the prolonged lockdown has been the use of the bandstand. Bookings have increased dramatically, resulting in the bandstand being booked out for the whole of July to host both children's and adults' parties, meetings and other social gatherings.
7. In the ornamental gardens work has continued on restoring worn areas of grass resulting from increased footfall over the past fifteen months. The gardeners have also been renovating the planting beds ahead of London in Bloom judging, which is due to take place on Friday, 23 July 2021. The team

has also undertaken improvement works around the ornamental pond in the gardens.

8. Assessors from London Borough of Islington's specialist tree team have undertaken the first of three inspections for *Massaria* disease on the Park's plane trees. Weather conditions over the past 18 months have been favourable to the disease, which has unfortunately thrived, and the strategic removal of some plane trees may be required later in the year. This provides an opportunity to replant with other species, identified in the Conservation Management Plan, that are more resilient to climate change and disease.

Property Matters

9. **Nursery Project:** Market testing commenced 2 July, with details circulated to the relevant trade press and consequently the public domain. Ahead of marketing, the City's media team released a statement about the project and its progress so far to the Newham Recorder and Horticulture Week.
10. **Playground Refurbishment Project:** The tender pack for the main works was finalised with the City's procurement team on the 1 July and was put out to tender shortly after. The project is therefore on schedule for work to begin in the autumn once the busy summer season comes to an end.

Corporate and Strategic Implications

11. The work and activities outlined in this report contribute to numerous strands of the City of London Corporate Plan 2018-2023, but notably outcome 12. "our spaces are secure, resilient and well-maintained", under the Shape Outstanding Environments strand.

Financial/Resource/Legal/Risk/Equalities/Climate/Security/Public sector equality duty Implications

12. None.

Conclusion

13. Officers have been working hard to manage increased numbers of visitors and to encourage people back to using the Park's full range of services as lockdown restrictions have eased. Members are asked to note the contents of this report.

Martin Rodman

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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 society

Within which they will help deliver the outcomes:

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

Impact Criteria

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

Risk Scoring Grid

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

Risk Definitions

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

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

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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
<p>PR32</p> <p>Manstead Park Reservoirs (formerly OSD 013)</p> <p>09-Dec-2019</p> <p>Colin Buttery</p>	<p>(Cause)</p> <p>Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p>(Event)</p> <p>Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p>(Impact):</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 	<p>Likelihood</p> <p>Impact</p>	24	<p>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.</p> <p>24 Jun 2021</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>30-Jun-2024</p> <p>Reduce</p>	Constant

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

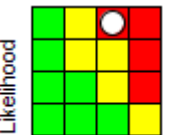


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 004 Repair and Maintenance of Buildings and Structural Assets Page 25 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.	 Likelihood Impact	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	 Likelihood Impact	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.	<p>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.</p> <p>Last year saw a moratorium on most repair and maintenance works at the cemetery, which</p>	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	This risk summarises the pest and disease risks across the Open Spaces Department. Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM other invasives or indigenous species, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	16	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. Target is to reduce to Amber by Autumn / Winter 2021. 24 Jun 2021	 Likelihood Impact	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-

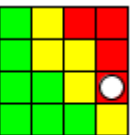


Appendix 2 – Open Spaces Departmental Risks

	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 HSIG, 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 HSIG 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

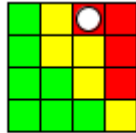
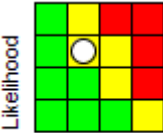
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 30-Aug-2017 Colin Buttery Page 30	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. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. In particular, the Wanstead reservoirs are a significant current cause for concern. This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	16	This remains at red. Details of management of water bodies are held under local divisional risk registers and the sub-actions. 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. 24 Jun 2021	 Likelihood Impact	16	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

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/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>	16	<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>	6	31-Mar-2022	↑

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

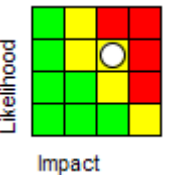
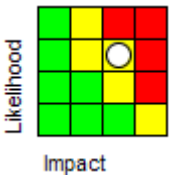

Appendix 2 – Open Spaces Departmental Risks

			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

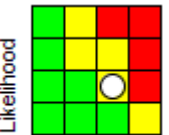

		more integrated strategy. An element of this is developing in the form of a proposed clean air zone within EFDC's area.			
OSD NLOS 011 a	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent and Haringey in regard to planning 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 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
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.		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		12	31-Mar-2022	 Constant
							Reduce	

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	<p>This risk summaries the H&S risks across the Open Spaces Department.</p> <p>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</p> <p>Event: Staff, volunteers or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of the public, volunteers, staff or a contractor</p> <p>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.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	8	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	 <p>Likelihood</p> <p>Impact</p>	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

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 002 Extreme weather & climate change 30-Aug-2017 Colin Buttery	<p>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</p> <p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p>Event: Not adequately preparing for extreme weather</p> <p>Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	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	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2022	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 010 a	<p>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.</p> <p>This is managed through:</p> <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	<p>Ongoing monitoring action. As previously:</p> <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. <p>No change, with 3,500 trees around the site, the risks associated with high winds remain.</p>	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 <div>Page 44</div>	<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	<p>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.</p> <p>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.</p> <p>01 Jul 2021</p>				
								Decreasing

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

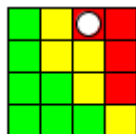


OSD Parks and Gardens (WHP & CG) Risk Register

Report Author: Martin Falder

Generated on: 25 June 2021



Rows are sorted by Risk Score

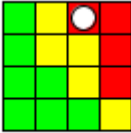
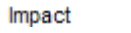
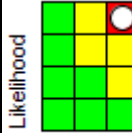

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox;	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.	 Likelihood Impact	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	 Increasing

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 002a	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 002b	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 002c	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 002f	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 <div>Page 49</div> 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

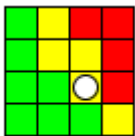
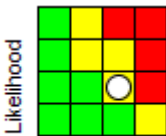

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests <div> <div>Page 20</div> <div>Nov-2015</div> <div>Stella Fox;</div> <div>Martin Rodman</div> </div>	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	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	8	31-Mar-2022	 Constant
							Reduce	

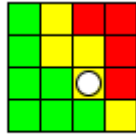
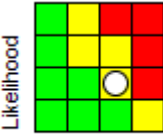

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group.	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	and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	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.	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) <div>Page 64</div>	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 007a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues. 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 007b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.	Martin Rodman	23-Jun-2021	31-Mar-2022

Appendix 3 – Parks & Gardens Risk Register

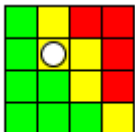
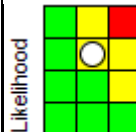

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 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 008a	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 008b	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 008c	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

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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 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	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	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 <div>Page 58</div> 29 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	<i>Likely (4)</i>			OSD 005 OSD 012	
	<i>Possible (3)</i>		OSD 002 <i>OSD 012</i>	<i>OSD 005</i> OSD 006 TBM 001	CR 32
	<i>Unlikely (2)</i>			OSD 001	OSD 004 OSD 007
	<i>Rare (1)</i>			OSD 010	<i>CR 32</i>
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>	P&G 004	
	<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



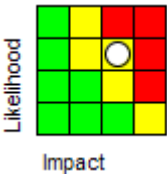
Rows are sorted by Risk Score

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
P000001 COVID19 SGPS Accelerated Long-term Damage to Sites (OSD) 								

Appendix 6 – COVID-19 Risks Relevant to OSCG

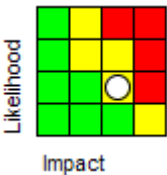

CVD19 SGPS 36 001	Exceptional actions (above BAU) being taken by sites to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Messaging via social media asking visitors to be considerate and alerting when the site is full. • All overflow 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	<p>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.</p> <p>At present this work is being delivered at a steady state despite increased pressure on sites and staff.</p> <p>21 Jun 2021</p>			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) <div>Page 68</div> <div>19 Apr-2020</div> <div>Colin Buttery</div>	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.		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. 21 Jun 2021				
							Accept	Constant

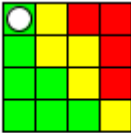

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 32 001	Departmental overview of actions taken to help mitigate this risk.	Continuing to engage with Chamberlains and monitor income losses due to COVID-19.			Colin Buttery	21-Jun-2021	31-Aug-2021

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) 04 Dec-2020 Colin Buttery	<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). <i>Event:</i> Increased staff sickness levels and worsening wellbeing outcomes for staff across sites. <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.	 Likelihood Impact	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	 Likelihood Impact	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 70	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



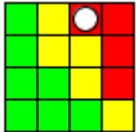







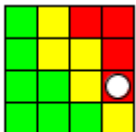







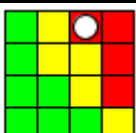




Generated on: 01 July 2021



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 32 Page 71	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



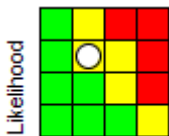







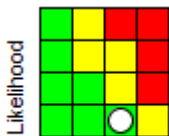






Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historic Status	Likelihood	Impact	Risk Approach	Flight path
									12-Nov-2020	16		Unlikely	Extreme		
									26-Aug-2020	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		
OSD 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

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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		
OSD 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		

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:

- 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.
- 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.
- 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

T: 020 7332 3517

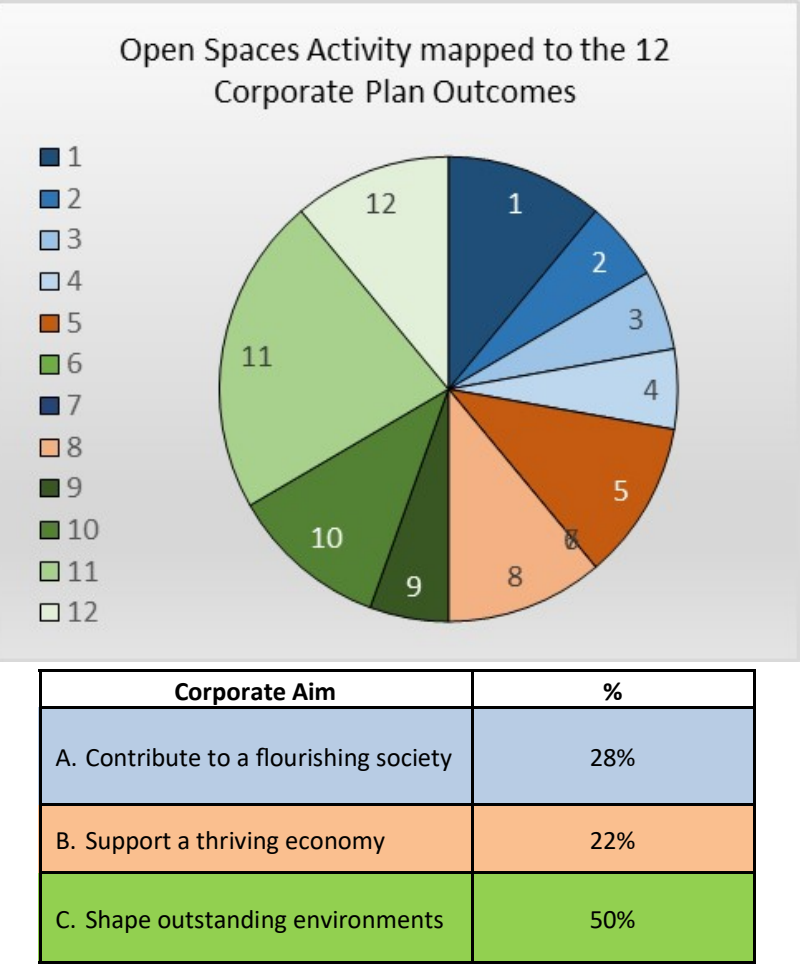
E: Gerry.Kefer@cityoflondon.gov.uk

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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



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)

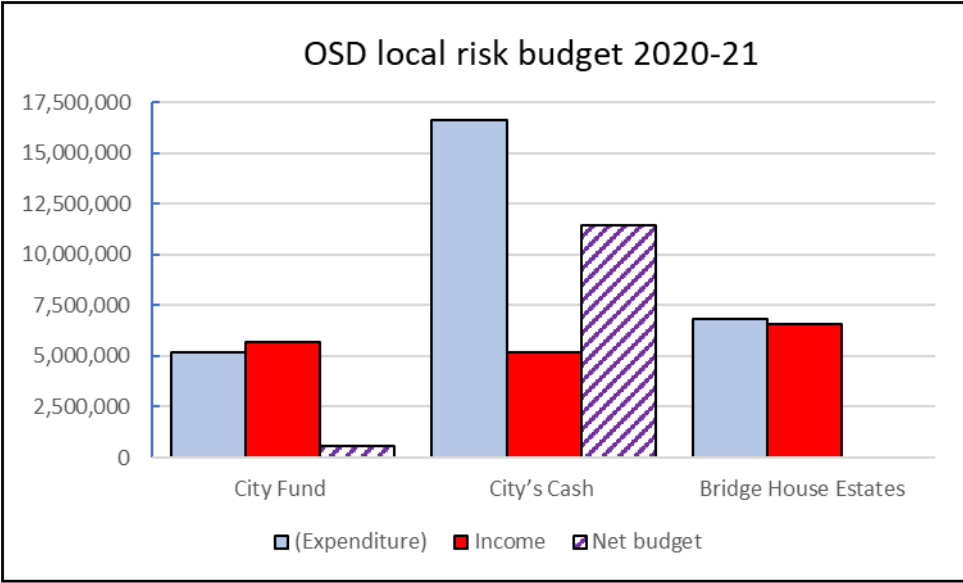
We will also be supporting the work of the Fundamental Review.

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

How we are funded

Appendix 1



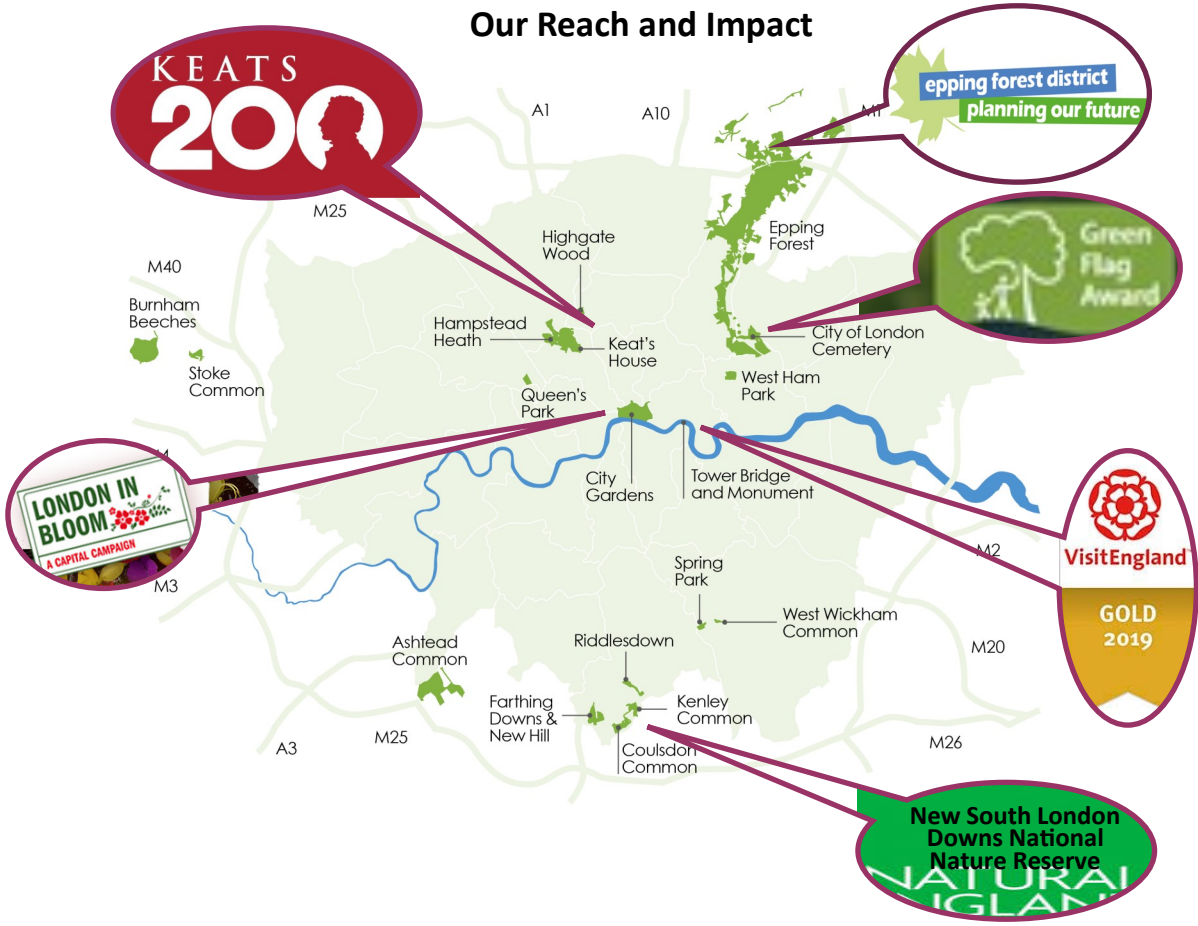
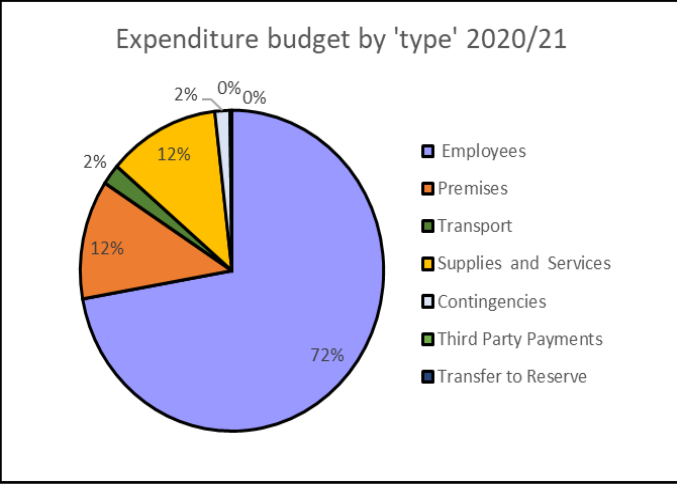
Bids for Capital Funding

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%

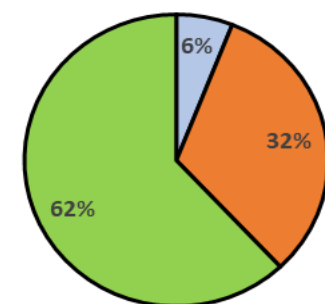
Action Being taken includes:

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 Alphrage'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 efficiencies 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

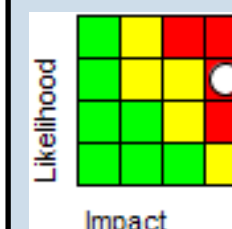
Historic England & English Heritage

National Governing Bodies of Sport and local sports groups

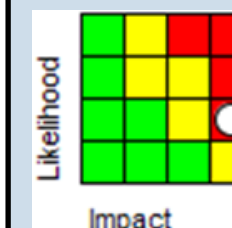
Consultation Committees and Forums

City of London Departments

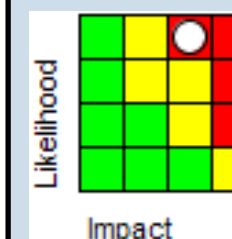
Departments three red risks:



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

Agenda Item 8

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 £000	Outturn £000	(Increase)/ Decrease £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 £000	Final Agreed Budget £000	Revenue Outturn £000	(Increase) Decrease £000	Reason Paragraph
LOCAL RISK						
Director of Open Spaces						
West Ham Park	Expenditure	(931)	(1,049)	(1,024)	25	4a)
	Income	221	261	322	61	
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): 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

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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:

<i>Understanding</i>	<i>Confidence</i>	<i>Nature connection</i>	<i>Wellbeing</i>	<i>Involvement</i>
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.

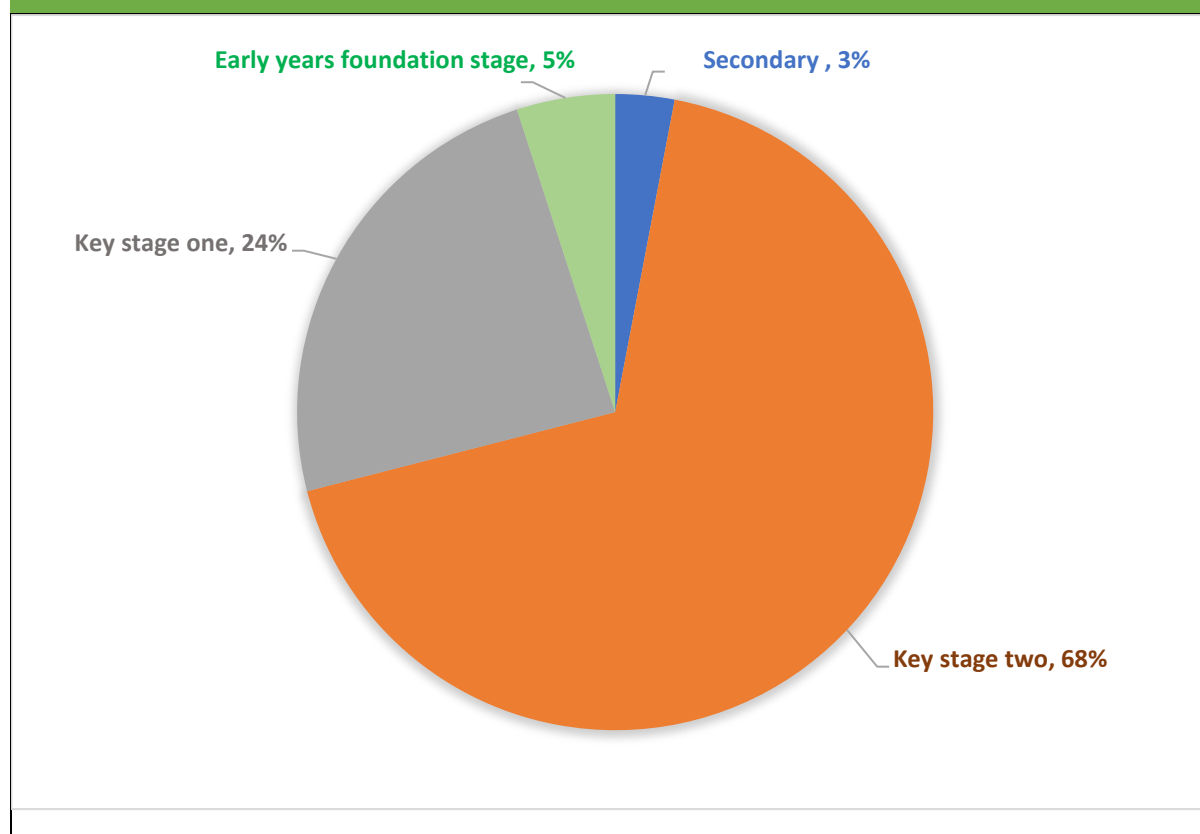
The programme at West Ham Park offers a free programme to primary schools in Newham, which is ranked in the worst four London boroughs for child poverty (Trust for London). The programme builds relationships with a small number of local schools, enabling repeat visits from multiple year groups, and works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

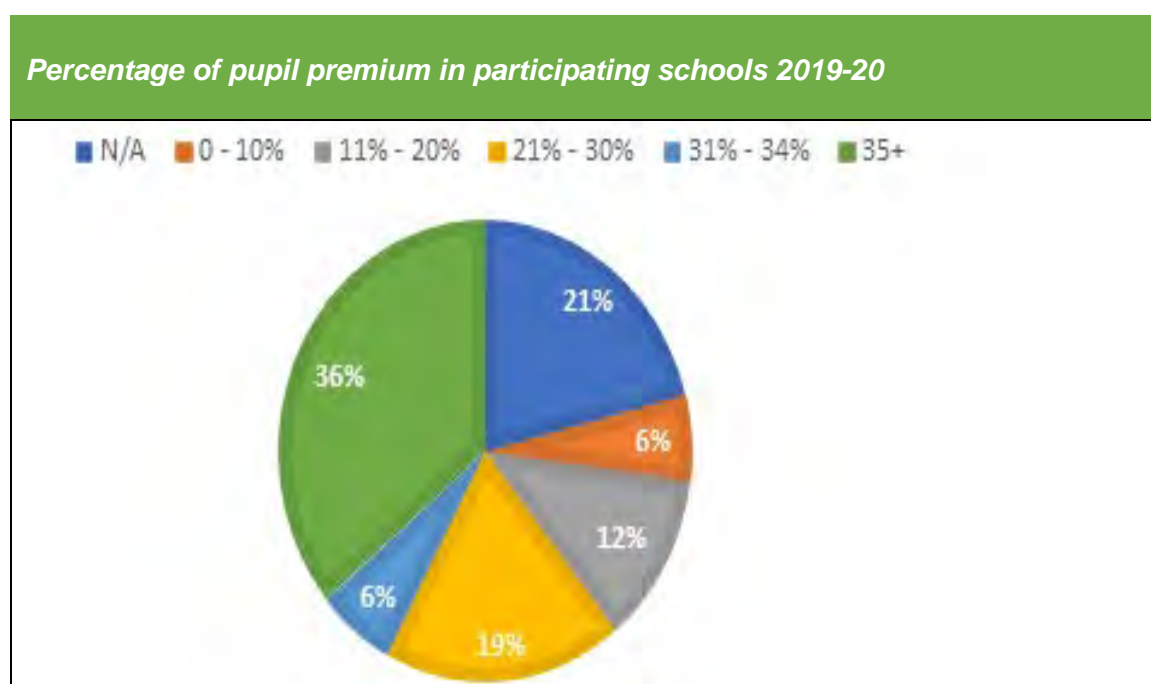
Percentage of secondary, key stage two, key stage one and early years foundation stage students, 2019-20



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 .

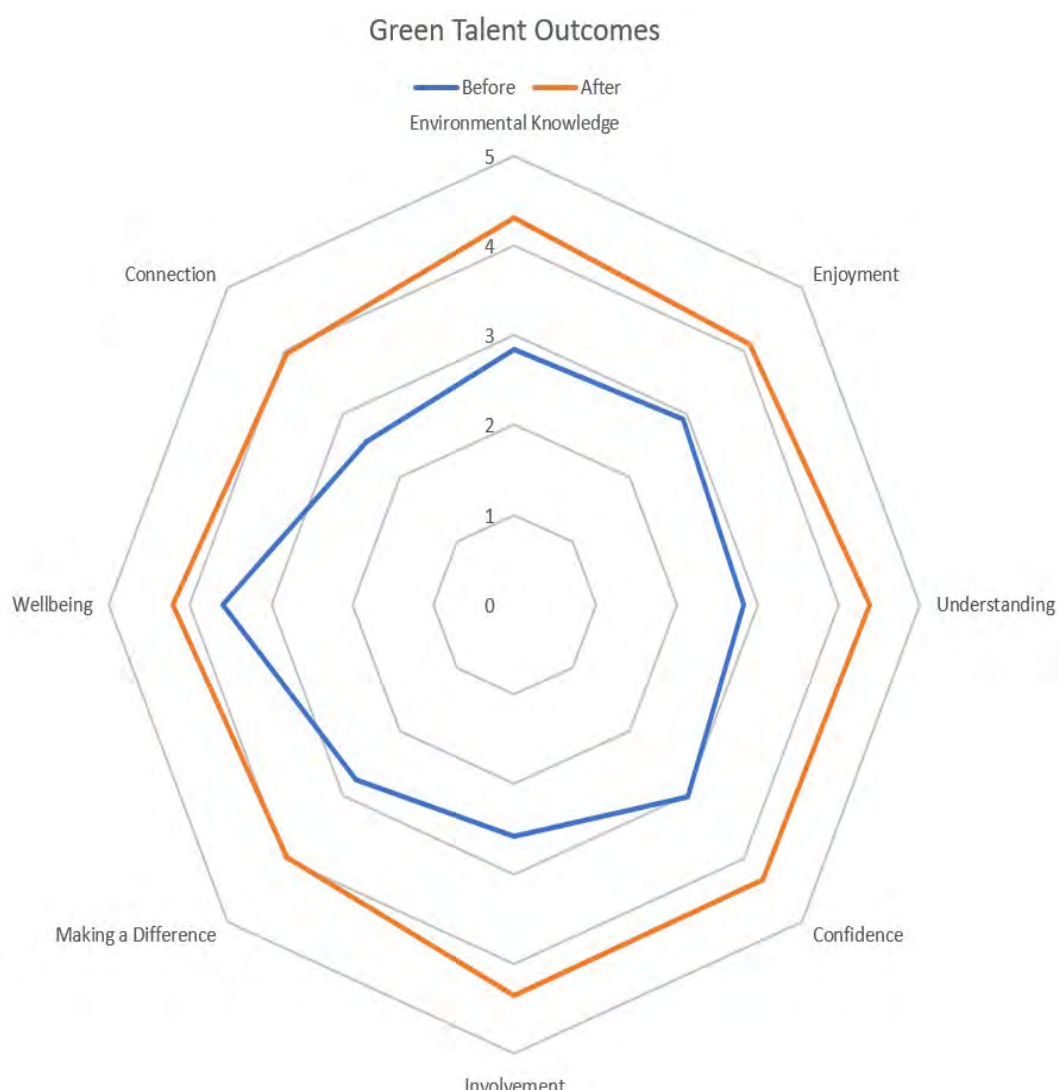
Participation

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
<i>Total number of participants</i>	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. The 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.

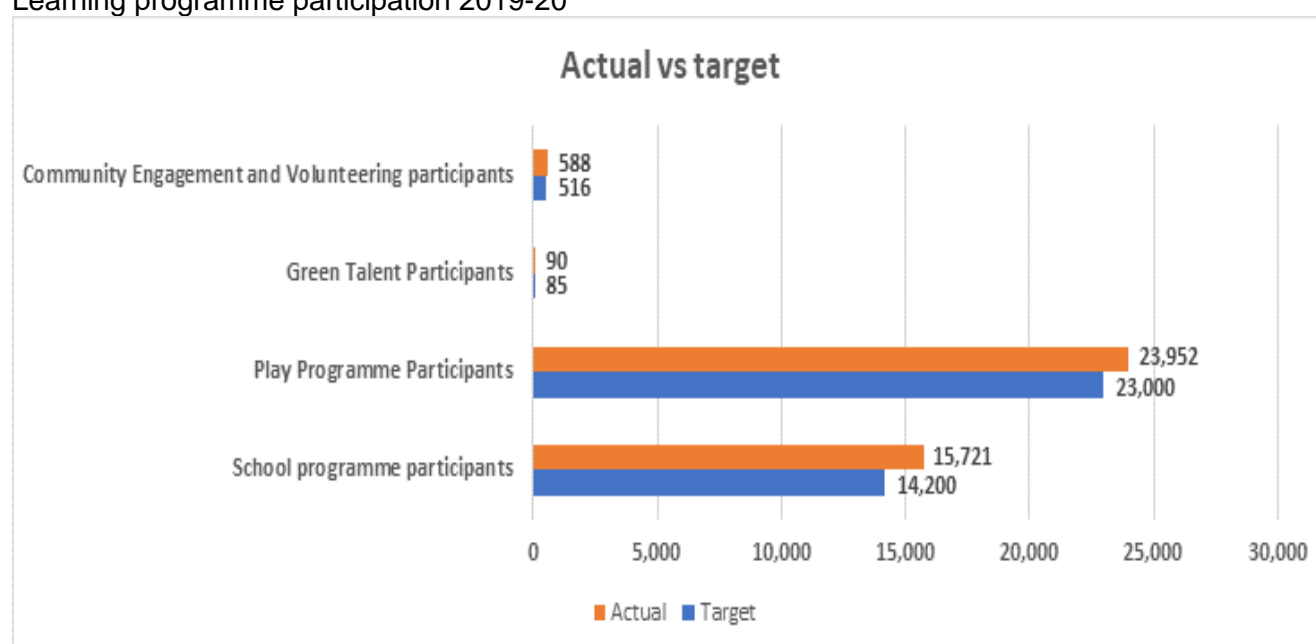
Wellbeing: 29% increase in feelings of wellbeing after taking part in the 2019-20 learning volunteer programme.

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 of 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 stuck 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

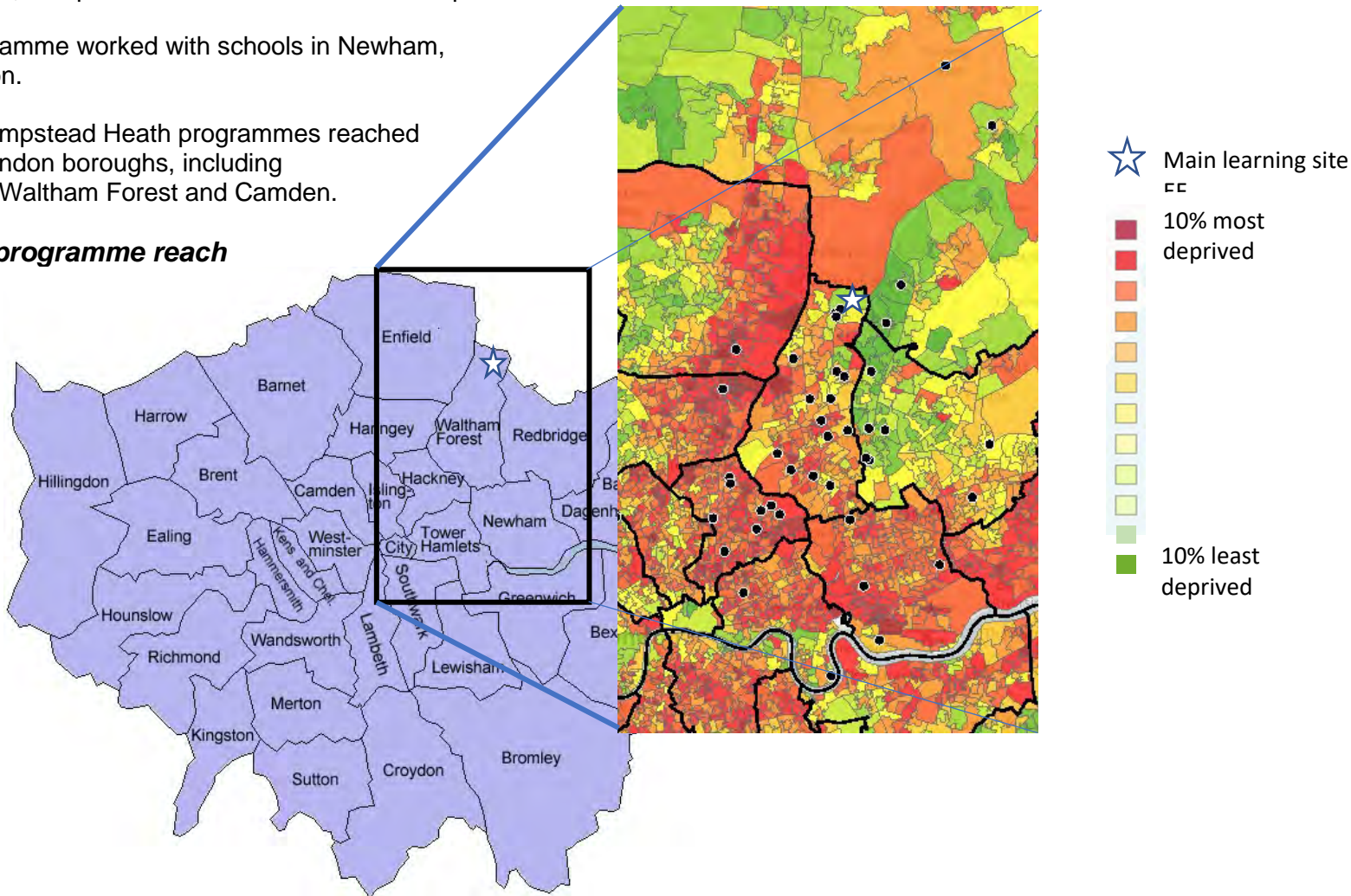
Maps showing school programme reach and areas of deprivation in London

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.

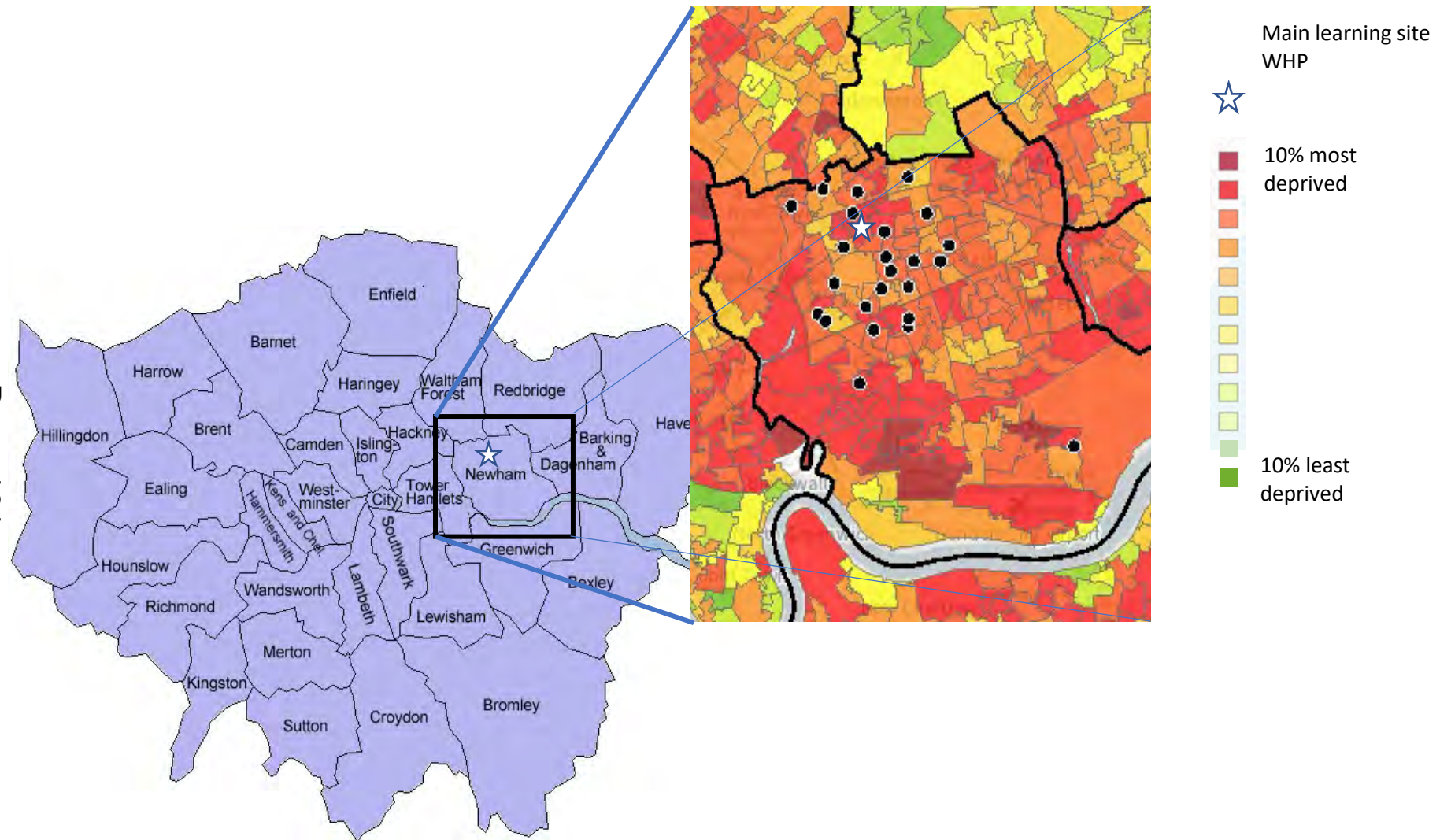
The Epping Forest and Hampstead Heath programmes reached schools across multiple London boroughs, including Tower Hamlets, Hackney, Waltham Forest and Camden.

Epping Forest school programme reach

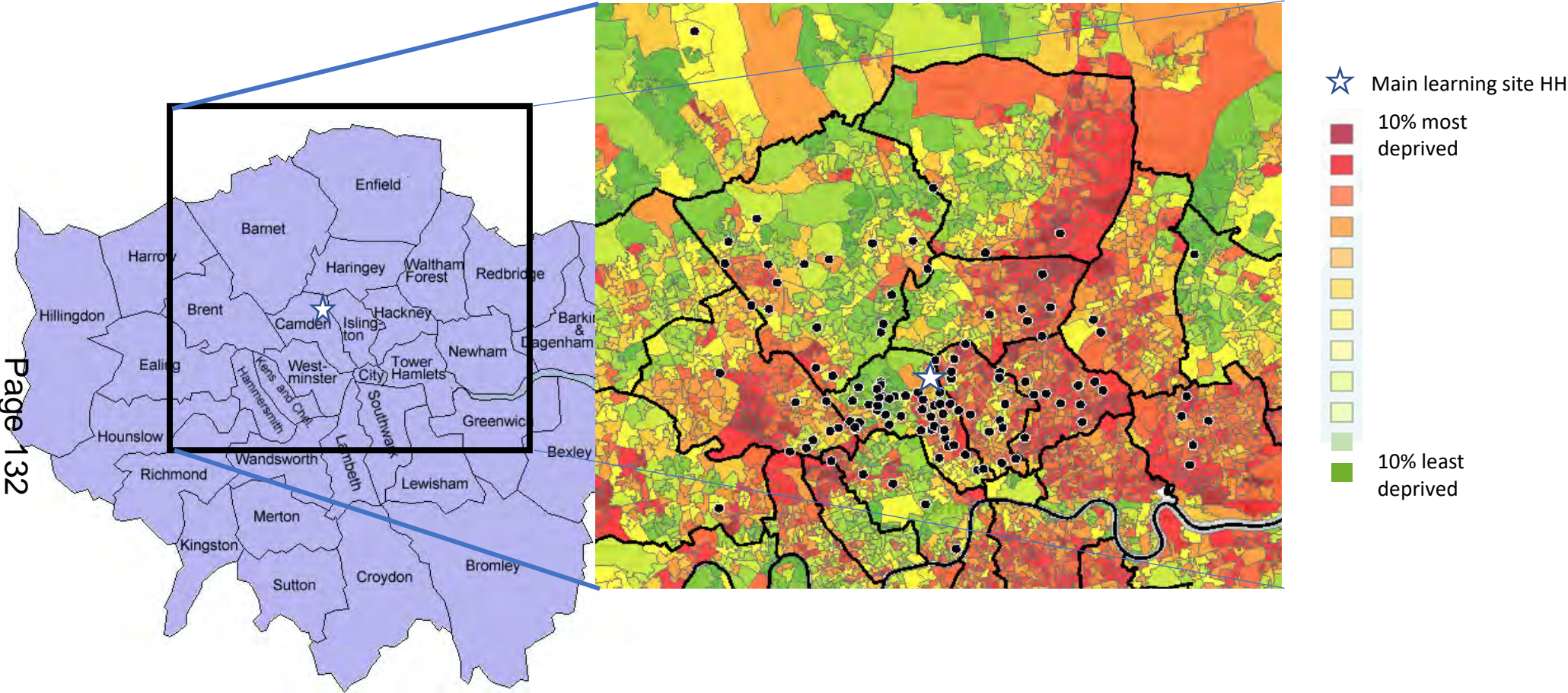


West Ham Park school programme reach

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Hampstead Heath school programme reach



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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