

Appendix 7

CORPORATE
PLAN'S AIMS:

DEPARTMENT
VISION:

Department
Objectives

Department
Outcomes

Department
Activity

Key:

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

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

More than one
division = Purple
Cem & Crem =
Black
Parks and
Gardens (City
Gardens & WHP) =
Dark Red
Epping Forest =
Brown
NLOS = Dark Blue
The Commons =
Dark Green
TB&M = Light Blue
Directorate =
Green

2018 - 2023 CORPORATE PLAN

Shape outstanding environments

Contribute to a flourishing society

Support a thriving economy.

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

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

B. Spaces enrich people's lives.

C. Business practices are responsible and sustainable.

A1.
Our open spaces,
heritage and cultural
assets are
protected,
conserved and
enhanced

A2.
London has clean
air and mitigates
flood risk and
climate change

A3.
Our spaces are
accessible, inclusive
and safe

A4.
Our habitats are
flourishing,
biodiverse and
resilient to change

B5.
People enjoy good
health and wellbeing

B6.
Nature, heritage and
place are valued
and understood

B7.
People feel
welcome and
included

B8. People discover,
learn and develop

C9.
Our practices are
financially, socially
and environmentally
sustainable

C10.
London's natural capital
and heritage assets are
enhanced through our
leadership, influence,
investment, collaboration
and innovation

C11.
Our staff and
volunteers are
motivated,
empowered,
engaged and
supported

C12.
Everyone has the
relevant skills to reach
their full potential

Summary of OSD Activity 2020/21
(link to OSD outcomes & Corporate Plan activity)

Detail behind the Summary

a) Protect our heritage; developing partnership funding bids where possible (A1) (10d)	EPPING FOREST: Wanstead Park Address our statutory requirement under the Reservoirs Act on Wanstead Park lakes
	NLOS: Support the Friends of Highgate Roman Kiln (FOHRK) Charity submit a Heritage Lottery Bid for the Highgate Wood Roman Kiln Project
	TBM: Mitigate the effects of the substantial upcoming HV overhaul project on operations and tourism
b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)	MULTI - DIVISIONAL: Develop our awareness, skills and knowledge, create a fundraising toolkit and draft strategy to enable the Charities to achieve more 'voluntary donations' and awards from local trusts & grant funding bodies.
	CEM & CREM Cemetery & Crematorium Heritage Conservation Plan - implementation
	EPPING FOREST: Epping Forest Management Plan - final approval and implementation
	NLOS: Hampstead Heath Management Strategy - implementation of strategy & development of a measurement framework Highgate Wood Conservation Management Plan - implementation Queens Park Conservation Management Plan- progress review Keats House Forward Plan - implementation Keats House Improvement Plan - progress its drafting
	PARKS & GARDENS: West Ham Park Conservation/Management Plan - progress through consultation to final approval
	THE COMMONS: Stoke Common Management Plan - implementation Burnham Beeches Management Plan - progress its drafting Farthing Downs, Riddlesdown, Kenley, Spring Park, West Wickham, Coulsdon and Asstead Common Management Plans - progress their drafting

Summary of OSD Activity 2020/21
(link to OSD outcomes & Corporate Plan activity)

Detail behind the Summary

g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)	EPPING FOREST: Develop sustainable football improvements at Wanstead Flats
	MULTI - DIVISIONAL: Contribute to the Corporate Sports and Physical Activity Strategy action plan and its implementation across Open Spaces Standardise the sports grounds maintenance specifications Develop and implement sports licencing/leasing arrangements Increase awareness of clubs using OSD sports facilities Review a number of our sports facilities and consider how subsidy levels can be reduced. Appropriately maintain facilities and ensure that sports facility improvements are 'fit for purpose' and meet the National Governing Body of Sport standards. Consider alternative provision for underutilised sports facilities.
h) Improve the visitor and cultural offer, including the development of facilities, customer service and programmes of events celebrating our anniversaries, historic sites and nature (B6, B7) (4a)	EPPING FOREST: Investigate opportunities to enhance the offer at the Hunting Lodge and the View.
	NLOS: Progress access improvements at Keats House Deliver Keats200 anniversary programme Progress improvements / replacements at the various Playgrounds and Queens Park sandpit. Improve toilets at QP subject to capital funding.
	PARKS & GARDENS: WHP Playground - apply for planning permission and external funding to deliver playground enhancements Enhance West Ham Park entrances
	TBM: Progress a standalone Visitor Centre for The Monument if capital funding awarded. Undertake a comprehensive evaluation of Tower Bridge's 4 year interpretation & content overhaul and implement any resulting actions
	THE COMMONS: Continue the conservation of Kenley Airfield with the installation of new interpretation signage
	MULTI - DIVISIONAL: Programme of OSD organised activities and events on our sites Promote and improve accessibility of our sites and facilities, subject to funding. Improve signage, interpretation and visitor content.

Summary of OSD Activity 2020/21
(link to OSD outcomes & Corporate Plan activity)

Detail behind the Summary

j) Maximise the value and opportunities of our built and natural assets (C9) (10c)	PARKS & GARDENS: Progress Finsbury Circus reinstatement Develop and deliver the masterplan for the future of West Ham Park Nursery site
k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)	MULTI - DIVISIONAL: Implement agreed approach and options for commercial wayleaves Establish current and potential carbon sequestration for open spaces and feed into CoL climate change work.
	EPPING FOREST: Progress letting of lodges. Complete and implement the off road parking strategy.
l) Develop innovative approaches to income diversification (C9) (5c)	MULTI - DIVISIONAL: Introduce longer concessions/leases Manage fly tipping Develop and implement licencing arrangements Review opportunity for use of FPN's for Bylaw offences Implement the Departmental and Divisional approved events policies
	TBM: Further develop and retender Tower Bridge's innovative events management arrangements
	MULTI - DIVISIONAL: Optimise income that we bring in from outside our local risk budget e.g. sponsorship, legacies, donations, grants, CIL Increase the amount of income generated from existing activity such as events, retail, filming, lodge lettings, room hire etc Investigate the opportunity for a Departmental approach to maximise the value from our wedding venues. Investigate and progress new income generating opportunities e.g. new catering provision Regular benchmarking of fees and charges with neighbouring/competing facilities/providers Identify opportunities for collaborative working with LA's and other landowners. Identify opportunities for fee charging advice/consultancy

Continued overleaf

Continued overleaf

c) Reduce the negative environmental impacts of our activities (A2) (11a)	CEM & CREM: Replace ageing cremators with new at the Cemetery and Crematorium
	NLOS: Implement HH waste and recycling strategy
	MULTI - DIVISIONAL: Continue to review existing fleet and increase percentage of electric vehicles. Reduce the use of pesticides Reduce utility consumption - petrol, diesel, electricity, gas, water Audit and improve effectiveness of Building Energy Management System, install / retrofit LED lighting, with a focus on areas of largest consumption Progress waste procurement review Review approach to dog waste Extend EPCs and recommended actions to residential properties
d) Engage with the local planning process to mitigate and protect against the negative impact of development on our open spaces (A4) (12b)	MULTI DIVISIONAL: Mitigation strategies developed with host/neighbouring local authorities Comment on planning applications that affect our land &/or the openness and character of the open space Resist and abate encroachment Contribute to Local Authorities Local Plans and Supplementary Planning Documents
e) Review security and access control provision (A3) (1c)	NLOS: Review access control and payment methods at our swimming facilities
	TBM: Explore the potential for a secure exit facility at the Bridge's South Tower
	MULTI - DIVISIONAL: Review site security and public safety at identified entrances. Take practical steps to reduce antisocial behaviour.
f) Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b)	PARKS & GARDENS: Complete Tree Canopy survey started for City Gardens to ascertain the tree canopy area. Providing advice to DBE on City Greening, climate change resilience of the square mile and assisting to deliver a new Tree Strategy.
	THE COMMONS: Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience. Develop the partnership potential of the South London Downs NNR to improve biodiversity of that landscape.
	MULTI - DIVISIONAL: Progress the implementation of the grazing expansion plans at the Commons and Epping Implement the actions within the biodiversity arm of the Responsible Business Strategy Commence work to adopt a single approach to 'value our green infrastructure' Monitor and report returning / new habitats within our open spaces

Summary of OSD Activity 2020/21 (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary
	Develop Tower Bridge's and Epping Forests cultural profile via Artist in Residence programmes and other cultural events.
i) Develop our 'learning offer' (B8) (3b)	THE COMMONS: Kenley - maintain schools outreach and visits
	TBM: Evaluate and adapt the fully accessible education facility at Tower Bridge
	DIRECTORATE Increase the number of schools with high pupil premiums that are engaging with the schools programme Developing the Green Talent Programme in West Ham Park, Epping Forest and Hampstead Heath, targeting participants from LB Waltham Forest, Newham, Hackney and Islington. Increase opportunities for nature connected play within the play programme. Increase the number of learning volunteers from communities who are under-represented in our green spaces.
	MULTI - DIVISIONAL: Develop the learning offer at Tower Bridge, Monument, Epping, West Ham Park, NLOS and Keats House, to deliver the departmental learning impact areas and share good practice. Implement cross divisional learning performance measures

m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)	CEM & CREM: Develop a name search facility for the online burial register system
	PARKS & GARDENS: Use technology to improve efficiency and provide intelligent management information that can improve the way we work.
	MULTI - DIVISIONAL Increase use of: Skype, SharePoint, iBase On-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc Online payments and bookings Develop opportunities for a cash-free environment Introduce a CRM Roll out Wi-Fi across sites to allow more agile working Investigate use of Col's 24 hour out-of-hours service Contribute to the procurement review of cash collection service
n) Support the development and implementation of Asset Management Plans and Master Plans and influence the City Surveyors implementation of the Operational Property Review (C9, C10) (12a)	NLOS: Work with CS to develop a Masterplan for Heathfield House, Parliament Hill and Kenwood Yard
	MULTI DIVISIONAL: Work with CS to develop Asset Management Plans for Parks & Gardens and The Commons Work with CS to finalise Epping Forests Asset Management Plan. Work with CS to implement Hampstead Heath's Asset Management Plan Work with CS to inform, influence and progress sites identified within the OPR
o) Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters (C10) (11d)	CEM & CREM: Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK cemetery. Continue to work and lobby central Government on the roll out and implementation of the Children's Fund.
	MULTI DIVISIONAL: Work with: The Forestry Commission, including on OPM DEFRA Parks for London, GLA, London Parks Consortium Project (CPRE) Green Arc for London, Action Oak initiative National Park City Use of S35 status to influence/deliver NE's NNR Strategy
p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)	CEM & CREM: Deliver improvements arising from Cem & Crem visitor satisfaction survey
	MULTI - DIVISIONAL: Deliver 2018 OSD Staff survey, Corporate Staffs survey and Pulse Survey recommendations Deliver Culture Board initiatives increasing cross division working Develop and refine the workforce plan Implement and manage the revised approach to DBS and barring checks
q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)	MULTI - DIVISIONAL: Maintain a rolling programme of apprenticeships across the Department where funded Corporately Provide opportunities for apprenticeship progression from Level 2 to Level 3 Consider requests for internal levy funded training where operationally sustainable Work with partners to identify new opportunities for skills development
r) Progress the prioritisation of services to mitigate efficiencies and establish long term sustainable service provision (C9) (5c)	MULTI - DIVISIONAL: Plan for the longer term Fundamental Review proposals, commencing investigation, consultation, preparation where necessary. Clarify our long term (5+ years) Departmental service delivery priorities Consider alternate methods of service delivery Determine our long term approach to deliver sustainable, efficient, value for money services.