

2018 - 2023 CORPORATE PLAN

Shape outstanding environments Contribute to a flourishing society Support a thriving economy.

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:

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

Department Outcomes:

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

Department Activity	Summary of OSD Activity 2020/21 <small>(link to OSD outcomes & Corporate Plan activity)</small>	Detail behind the Summary
<p>Key:</p> <p>The letter/number in brackets (e.g. A2) shows which Open Spaces outcome our activities and projects are helping to achieve.</p> <p>The number/letter in brackets (e.g. 2a) shows which Corporate Plan activity our activities and projects are helping to achieve.</p> <p>More than one division = Purple</p> <p>Cem & Crem = Black</p> <p>Parks and Gardens (City Gardens & WHP) = Dark Red</p> <p>Epping Forest = Brown</p> <p>NLOS = Dark Blue</p> <p>The Commons = Dark Green</p> <p>TB&M = Light Blue</p> <p>Directorate = Green</p>	<p>a) Protect our heritage; developing partnership funding bids where possible (A1) (10d)</p>	<p>EPPING FOREST: Wanstead Park Address our statutory requirement under the Reservoirs Act on Wanstead Park lakes</p> <p>NLOS: Support the Friends of Highgate Roman Kiln (FOHRK) Charity submit a Heritage Lottery Bid for the Highgate Wood Roman Kiln Project</p> <p>TBM: Mitigate the effects of the substantial upcoming HV overhaul project on operations and tourism</p> <p>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.</p>
	<p>b) Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (A1) (11b)</p>	<p>CEM & CREM Cemetery & Crematorium Heritage Conservation Plan - implementation</p> <p>EPPING FOREST: Epping Forest Management Plan - final approval and implementation</p> <p>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</p> <p>PARKS & GARDENS: West Ham Park Conservation/Management Plan - progress through consultation to final approval</p> <p>THE COMMONS: Stoke Common Management Plan - implementation Burnham Beeches Management Plan - progress its drafting Farthing Downs, Riddlesdown, Kenley, Spring Park, West Wickham, Coulsdon and Ashted Common Management Plans - progress their drafting</p>
	<p>g) Provide a sustainable range of sports and recreational opportunities (B5) (2d)</p>	<p>EPPING FOREST: Develop sustainable football improvements at Wanstead Flats</p> <p>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.</p>
	<p>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)</p>	<p>EPPING FOREST: Investigate opportunities to enhance the offer at the Hunting Lodge and the View.</p> <p>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.</p> <p>PARKS & GARDENS: WHP Playground - apply for planning permission and external funding to deliver playground enhancements Enhance West Ham Park entrances</p> <p>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</p> <p>THE COMMONS: Continue the conservation of Kenley Airfield with the installation of new interpretation signage</p> <p>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. Develop Tower Bridge's and Epping Forests cultural profile via Artist in Residence programmes and other cultural events.</p>
	<p>j) Maximise the value and opportunities of our built and natural assets (C9) (10c)</p>	<p>PARKS & GARDENS: Progress Finsbury Circus reinstatement Develop and deliver the masterplan for the future of West Ham Park Nursery site</p> <p>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.</p>
	<p>k) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (A1) (1c)</p>	<p>EPPING FOREST: Progress letting of lodges. Complete and implement the off road parking strategy.</p> <p>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</p>
	<p>l) Develop innovative approaches to income diversification (C9) (5c)</p>	<p>TBM: Further develop and retender Tower Bridge's innovative events management arrangements</p> <p>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</p>

Continued overleaf

Continued overleaf

Department Activity

Summary of OSD Activity 2020/21 <small>(link to OSD outcomes & Corporate Plan activity)</small>	Detail behind the Summary
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
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: 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
	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
f) Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b)	MULTI - DIVISIONAL: Review site security and public safety at identified entrances. Take practical steps to reduce antisocial behaviour.
	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

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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

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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.
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)	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
	NLOS: Work with CS to develop a Masterplan for Heathfield House, Parliament Hill and Kenwood Yard
o) Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters (C10) (11d)	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
	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.
p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)	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
	CEM & CREM: Deliver improvements arising from Cem & Crem visitor satisfaction survey
q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)	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 a workforce plan Implement and manage the revised approach to DBS and barring checks
	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.