CORPORATE PLAN'S AIMS: **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.

B. Spaces enrich people's lives.

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

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

Our open spaces air and mitigates conserved and climate change enhanced

Our spaces are cessible, inclusi and safe

A4 flourishing, biodiverse and resilient to chang

People enjoy good ealth and wellbeir

lature, heritage an place are valued and understood

People feel welcome and included

B8. People discove earn and develor

sustainable

EPPING FOREST: Develop sustainable football improvements at Wanster

MIII TI - DIVISIONAL

Contribute to the Corporate Sports and Physical Activity

arrangements

Review a number of our sports facilities and consider how subsidy levels can be reduced.

facilities

Hunting Lodge and the View.

Progress access improvements at Keats House Deliver Keats200 anniversary programme Playgrounds and Queens Park sandpit.

PARKS & GARDENS: WHP Playground - apply for planning permission and external funding to deliver playground enhancements

Enhance West Ham Park entrances

gress a standalone Visitor Centre for The Mo aptial funding awarded. customer service and programmes of events celebrating our anniversaries, historic sites

Programme of OSD organised activities and events on

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.

C. Business practices are responsible and sustainable.

Our practices are inancially, socially ondon's natural capita nd heritage assets ar leadership, influence estment, collaborat and innovation

Our staff and empowered engaged and supported

Everyone has the elevant skills to reach

Summary of OSD Activity 2020/21

funding bids where possible

(A1) (10d)

b) Progress reviews, drafting, approval and

mplementation of management / conservation

/ heritage plans

(A1) (11b)

Detail behind the Summary

EPPING FOREST Wanstead Park Address our statutory requirement under the Reservoirs Act on Wanstead Park lakes

Support the Friends of Highgate Roman Kiln (FOHRK) Charity submit a Heritage Lottery Bid for the Highgate a) Protect our heritage; developing partnership Wood Roman Kiln Project

ite the effects of the substantial upcoming HV overhaul project on operations and tourism

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 -

Queens Park Conservation Management Plan- progres

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

Farthing Downs, Riddlesdown, Kenley, Spring Park, West Wickham, Coulsdon and Ashtead Common Management Plans - progress their drafting

Summary of OSD Activity 2020/21

g) Provide a sustainable range of sports and

recreational opportunities

(B5) (2d)

h) Improve the visitor and cultural offer,

including the development of facilities,

and nature

(B6, B7) (4a)

Detail behind the Summary

Flats

Strategy action plan and its implementation across Op

Standardise the sports grounds maintenance specifications

Develop and implement sports licencing/leasing

Increase awareness of clubs using OSD sports facilitie

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

EPPING FOREST:

Investigate opportunities to enhance the offer at the

NLOS:

Progress improvements / replacements at the various Improve toilets at QP subject to capital funding.

Bridge's 4 year interpretation & content overhaul and

Continue the conservation of Kenley Airfield with the installation of new interpretation signage

Summary of OSD Activity 2020/21

Detail behind the Summary **PARKS & GARDENS**

j) Maximise the value and opportunities of our built and natural assets

(C9) (10c)

MULTI - DIVISIONAL:

Ham Park Nursery site

Implement agreed approach and options for commercial wayleaves

Establish current and potential carbon sequestration for open spaces and feed into CoL climate change work.

omplete and implement the off road parking strategy.

Progress Finsbury Circus reinstatement Develop and deliver the masterplan for the future of West

k) Deliver opportunities arising from improved nagement capability from the City of London Corporation (Open Spaces) Act 2018

(A1) (1c)

(C9) (5c)

MULTI - DIVISIONAL:

MULTI - DIVISIONAL:

Progress letting of lodges.

EDDING FOREST

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

Further develop and retender Tower Bridge's innovative events management arrangements

I) Develop innovative approaches to income diversification

Ontimise 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/provide Identify opportunities for collaborative working with LA's and

Identify opportunities for fee charging advice/consultancy

Continued overleaf

Continued overleaf

Department Activity

| Summary of OSD Activity 2020/21 (link to OSD outcomes & Corporate Plan activity) | Detail behind the Summary |
|---|--|
| | CEM & CREM: Replace ageing cremators with new at the Cemetery and Crematorium |
| | NLOS: Implement HH waste and recycling strategy |
| c) Reduce the negative environmental impacts of our activities (A2) (11a) | 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 |
| | NLOS: Review access control and payment methods at our swimming facilities |
| e) Review security and access control provision (A3) (1c) | 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. |
| | 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. |
| f) Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b) | 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 |
|--|--|
| 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 |

Summary of OSD Activity 2020/21 Detail behind the Summary CEM & CREM: Develop a name search facility for the online burial register PARKS & GARDENS: Use technology to improve efficiency and provide intelligent management information that can improve the way we work. m) Make more effective use of IT and technology MULTI - DIVISIONAL and adopt 'smarter' ways of working Increase use of: Skype, SharePoint, iBase (C9) (9b) 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 Work with CS to develop a Masterplan for Heathfield House, n) Support the development and implementation of Asset Management Plans and Master Plans and nfluence the City Surveyors implementation of the MULTI DIVISIONAL: **Operational Property Review** Work with CS to develop Asset Management Plans for Parks & Gardens and The Commons Work with CS to finalise Epping Forests Asset Management (C9, C10) (12a) Work with CS to implement Hampstead Heath's Asset Management Plan Work with CS to inform, influence and progress sites identifie 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. o) Maintain our regional and national influence in relation to environmental, open space, burial, MULTI DIVISIONAL: heritage and tourism matters Work with:
The Forestry Commission, including on OPM DEFRA
Parks for London, GLA, London Parks Consortium Project (C10) (11d) 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 p) Implement the recommendations arising out of MULTI - DIVISIONAL: the workforce plan, staff and customer surveys Deliver 2018 OSD Staff survey, Corporate Stafs survey and Pulse Survey recommendations (C11) (8a) Deliver Culture Board initiatives increasing cross division 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 q) Develop our apprenticeship programme and Provide opportunities for apprenticeship progression from volunteering opportunities across the Department Level 2 to Level 3 Consider requests for internal levy funded training where (C12) (8d) operationally sustainable Work with partners to identify new opportunities for skills MULTI - DIVISIONAL: Plan for the longer term Fundamental Review proposals,) Progress the prioritisation of services to mitigate commencing investigation, consultation, preparation where efficiencies and establish long term sustainable Clarify our long term (5+ years) Departmental service deliver priorities service provision Consider alternate methods of service delivery (C9) (5c) Determine our long term approach to deliver sustainable, efficient, value for money services.