

## Appendix 2 – Open Space divisions **additional** local priorities

| DIVISION                                   | Our <i>additional</i> divisional priorities for 2022/23 will be...  |
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| <b>Parks &amp; Gardens (City Gardens)</b>  | <ul style="list-style-type: none"> <li>• Work with colleagues across Environment Department and beyond to achieve collegiate approach to managing key workstreams, notably events, tree works, projects and enforcement.</li> <li>• Continue to Contribute to Climate Action Strategy workstreams including delivery of climate resilient species catalogue.</li> <li>• Complete programme to digitise paper systems and streamline and automate processes</li> </ul>   |
| <b>Parks &amp; Gardens (West Ham Park)</b> | <ul style="list-style-type: none"> <li>▫ Work with colleagues across Environment Department and beyond to achieve collegiate approach to managing key workstreams, notably events, sports, tree works, projects.</li> <li>▫ Revise and reissue Management Plan to reflect above points.</li> <li>▫ Embed events programme to enhance user experience and increase income.</li> <li>▫ Work with Friends Group and LWT to improve biodiversity status of the Park from local to borough importance.</li> </ul>  |
| <b>The Commons</b>                         | <ul style="list-style-type: none"> <li>• Work with neighbouring authorities, partners and Natural England: <ul style="list-style-type: none"> <li>* Protection of Burnham Beeches SAC through the Slough Borough Council's local planning process and Buckinghamshire Council's SAMMS, including appointment of S106 funded 'outreach rangers'.</li> <li>* Conclude agreement of 4 management plans at the Coulsdon Commons</li> <li>* Continue development of the larger landscape project around Burnham Beeches. Partnership project with local Authority, landowners and tenants.</li> </ul> </li> <li>• Conclude the HLF funded Kenley Revival Project and associated reports; conclude consultation issues with the built heritage assets.</li> <li>• Achieve financial savings as required with a continuing emphasis on appropriate income generation activities according to the conservation status of the individual commons – this includes eco café at Burnham Beeches and potential café concession on Riddlesdown</li> <li>• Review and where appropriate, implement, use of invisible fencing across The Commons</li> <li>• Continue to work with partners to resolve water pollution issues – River Rye – Ashtead Common.</li> </ul>                                 |
| <b>Epping Forest</b>                       | <ul style="list-style-type: none"> <li>▫ Embedding the introduction of car parking charges and diversifying income opportunities through the use of available assets.</li> <li>▫ Protection of SAC and SSSI through the planning process, promoting avoidance, management and mitigation of harm through rising population pressures.</li> <li>▫ Safety of Epping Forest staff, visitors, residents and neighbours with the implementation of Reservoir Safety plans across water bodies in Wanstead, Loughton and Theydon Bois.</li> <li>▫ Pursue partnerships with other organisations to improve and enhance sport and recreation facilities in the Forest, particularly Football.</li> <li>▫ Improve environmental efficiency of our operations, buildings and fleet, achieving compliance with next phases of ULEZ.</li> <li>▫ Embed the Customer Relationship Management (CRM) software systems to enable efficient and compliant handling of contact data, work requests, fundraising and other customer contacts.</li> <li>▫ Expand cattle grazing using GPS-driven invisible fencing</li> <li>▫ Lead on finalising the Departmental wayleave and easement policy</li> <li>▫ Progress other actions associated with the Epping Forest Management Plan and Strategy</li> </ul> |

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|-------------------------------------|---|
|                                     | <ul style="list-style-type: none"> <li>▫ Post-pandemic recovery, including embedding of new ways of working, and restoration of landscape elements that have suffered deterioration caused by additional visitor pressure during 2020</li> </ul>  |
| <b>NLOS (including Keats House)</b> | <ul style="list-style-type: none"> <li>• COVID-19 Restoration Programme; implementing interventions to address erosion, compaction, path maintenance, waymarking and signage improvements</li> <li>• Tender 5 cafés and the additional offer at the Heath extension</li> <li>• Obtain approval and implement new licensing schemes in line with the provision of the 2018 Open Spaces Act</li> <li>• Implement playground improvements at the Heath Extension Playground.</li> <li>• Develop volunteering opportunities at Highgate Wood</li> <li>• Implement a divisional radio communications system</li> <li>• Deliver access improvement projects at Keats House</li> <li>• Develop a three year Management Plan for Keats House, to ensure the future sustainability of the Keats House Charity and its operating model</li> </ul>   |
| <b>Directorate &amp; Learning</b>   | <ul style="list-style-type: none"> <li>▫ Develop flexible learning in nature that addresses the restrictions and opportunities presented by recovery from the COVID19 pandemic</li> <li>▫ Target schools with high pupil premiums and encourage and enable them to access the Learning offer</li> <li>▫ Develop bespoke Learning programmes for young carers, young refugees and community groups</li> <li>▫ Continue growth of school service following recovery from school closures/pandemic</li> <li>▫ Target play provision at local families in need and increase opportunities for nature play</li> <li>▫ Support the development of volunteer skills, networks and confidence, and improve volunteer wellbeing.</li> <li>▫ Increase awareness of the charities donation campaigns and develop opportunities for regular giving and legacy.</li> <li>▫ Support the divisions in the development of a new operating model for the management of weddings and ceremonies</li> </ul>  |
| <b>Cem &amp; Crem</b>               | <ul style="list-style-type: none"> <li>• Continue grave reclamation for reuse</li> <li>• Fleet replacement</li> <li>• Various in-house landscaping projects</li> <li>• Review Tree Management Plan</li> <li>• Work in partnership with the Royal Voluntary Service, the new café tenant, to improve the offer to visitors and the bereaved</li> </ul>   |
| <b>Tower Bridge and Monument</b>    | <ul style="list-style-type: none"> <li>▫ Work towards the continued recovery of Tower Bridge's tourism business and education provision, including revised visitor figures and income targets, adapting an operational and strategic marketing model according to any future changes in central Gov advice, internal financial planning or wider UK/London visitor economy trends and developments.</li> <li>▫ Explore travel trade opportunities for the business as the sector recovers and international travel and tourism resumes.</li> <li>▫ Procure and implement a new ticketing, bookings, point of sale and back of house system as a business-critical development project for the Bridge, with emphasis on continuing 'here to stay' practices implemented following the pandemic (timed ticketing etc).</li> <li>▫ Commence the first phase of a proposed restructure with a focus on the operational technical team and supporting resources, in alignment with the charity's primary object and the Target Operating Model.</li> </ul> |

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|          | <ul style="list-style-type: none"><li data-bbox="371 136 1485 338">▫ Work with other CoL Depts to realise major projects, including the entire overhaul of the Bridge's High Voltage system, replacement of Bridge controls hardware, implement permanent solutions following the extensive Working at Heights review, and mitigate their potential negative effects on the tourism business and day-to-day operations. Collaborate in taking forward works and projects which arise out of the upcoming condition survey being carried out by the City Surveyor.</li><li data-bbox="371 338 1485 405">▫ Work closely with and support Tower Bridge's sole events management partner in the continued recovery of its venue hire business.</li></ul> |