

Committee(s):	Date(s):	Item no.
Open Spaces and City Gardens Committee	2 February 2015	
Subject: Business Plan: Quarterly Performance Update	Public	
Report of: Director of Open Spaces	For Information	
<p style="text-align: center;"><u>Summary</u></p> <p>This report summarises departmental performance at the end of the third quarter of financial year 2014/15. The report contains details of progress made to deliver key projects, achievements against Key Performance Indicators (KPIs) and changes to key risks during the third quarter of the financial year.</p> <p>Recommendation</p> <p>That this report is received for information.</p>		

Main Report

Background

1. The Open Spaces Department Business Plan was agreed by this committee in April 2014. The Business Plan details the aims and objectives of the department. This report considers progress made in the third quarter of financial year 2014/15.

Current Position

Delivery of Key Projects 2014/15

2. Significant progress has been made on a number of key departmental projects.
3. The Hampstead Heath Ponds Project remains the highest risk and highest profile departmental project. Planning permission was granted by the London Borough of Camden Development Control Committee on the 15th January 2015. This project had slipped as a result of a delay in appointing an independent Panel Engineer Reviewer, which the London Borough of Camden determined was required. In December, the outcome of the Judicial Review decision was received, the Heath and Hampstead Society's (the Society) claim was dismissed by the Honourable Justice Lang and the Society decided not to appeal. Regular stakeholder meetings have continued, although the format of the stakeholder group will change when works commence. The Education Programme has been developed and an

Education Officer has been establishing the project programme and developing the sessions in conjunction with local schools.

4. Progress has also been made on the Highams Park Dam Project. Lake desilting was completed in December 2014 with removal of 5000m³ of silt. The reinforced concrete works for the floodwall are complete with the brick cladding almost complete. The drawdown structure is currently under construction with the reinforced concrete works for the inlet and outlet structure installed. The Supervising Engineer visited the works in November 2014 and expressed no new concerns. We have received considerable public support, with the desilting and associated lakeside vegetation management works much appreciated by Park users. Project completion is on target for March 2015.
5. Details of progress on achievement of actions for all departmental projects are shown in the tables below.

a. Hampstead Heath Ponds Project

Actions/Milestones	April 2014 – June 2014 Facilitation of ground investigations Achieved
	April 2014 – March 2015 regular stakeholder meetings and communications Achieved
	January 2015 – March 2015 Mobilisation phase On-target to achieve, planning permission granted on 15 January 2015. In Progress
	March 2015 Scoping documents designed for management and maintenance plans. In Progress
	March 2015 Education programme developed. In Progress

b. Delivering Savings

Actions/Milestones	June 2014 – Proposals produced for Finance Committee Achieved
	September 2014 – Agreement of Department Action Plan Achieved through establishment of project boards. Achieved
	March 2015 – Delivery of any identified year one savings. In Progress

c. Epping Forest Management Plan

Actions/Milestones	December 2014 – Initiation of the consultation on the management plan Delayed . Consultation draft in preparation.
	March 2015 – Completion of consultation stage Delayed . New start date May 2015.

d. Highams Park Dam Project

Actions/Milestones	March 2015 – Completion of community engagement programme during works at the site. In Progress
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e. Shoot Project

Actions/Milestones	April 2014 – Gateway 3/4 approval Achieved
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	June 2014-September 2014 – Planning application Achieved
	September 2014 – Gateway 5 approval delayed in order to comply with planning permission conditions and resulting procurement requirements.
	December 2014 – initiation of ground water monitoring Achieved
	January 2015 – March 2015 – initiation of works delayed due to March 2015 – April 2015, due to additional planning and procurement requirements. Delayed

f. City Churchyards management arrangements

Actions/Milestones	March 2015 – Completion of review. Achieved
	December 2015 – Further negotiations required to formalise arrangements and to prepare a draft document for consultation. In Progress

g. Queen's Park playground modernisation

Actions/Milestones	September 2014 – Initiation of Phase 3 including fundraising activities. In Progress
	March 2015 – Commencement of the installation. In Progress

h. Kenley Revival Project

Actions/Milestones	June 2014 - Develop Activity Plan Achieved . Further work required following HLF feedback. Amended deadline May 2015. In Progress
	September 2014 - Develop Conservation Plan Achieved Further work required following HLF feedback. Amended deadline May 2015. In Progress
	December 2014 - Develop Management and Maintenance plan – Physical and Digital – Amended deadline May 2015 In Progress
	December 2014 -Develop Learning Plan. Amended deadline May 2015. In Progress
	December 2014 - Submit stage two HLF bid, delayed to June 2015. In Progress

i. West Ham Park Nursery feasibility study

Actions/Milestones	March 2015 – Completion of assessment and medium/long term plans for the nursery produced. Consultant appointed. In Progress
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j. West Ham Park Café feasibility study

Actions/Milestones	September 2014 – Completion of initial scoping, including discussion with City Surveyors. Achieved
	April 2015 – Development of project plan. In Progress

k. City Commons and Burnham Beeches management arrangements

Actions/Milestones	March 2015 - Deliver new structure at City Commons. In Progress
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	March 2015 - Identify and deliver new ways of 'collegiate' working across the 3 City Commons' sections whilst ensuring their status as separate Charities. In Progress
	March 2015 - Identify development/training needs to support the above. In Progress
	March 2015 - Integrate communications across the City Commons and Burnham Beeches teams. In Progress

l. Grazing project

Actions/Milestones	September 2014 – Full completion of over-wintering facilities at Great Gregories (Epping Forest). Completion date 28/02/2015. Built structures complete and concrete bund and pads under construction. In Progress
	December 2014 – installation of hard and invisible fencing at the grazing zone (Epping Forest and Burnham Beeches). At Epping forest, two of the nine circuits are complete and the other seven require concrete pads for generators. In Progress Project timescale at Burnham Beeches extended to reflect technical developments.
	March 2014 – Completion of full year of free range grazing (Epping Forest). Not achieved due to fencing installation delays but will be achieved for 2015. Delayed

m. Introduction of Land Management Category Board

Actions/Milestones	April 2014 – Establishment of the board Achieved
	June 2015 – Agreement of priorities for year's work Achieved
	March 2015 – Reporting of savings achieved. In Progress

n. Roll out of the Open Spaces visual identity

Actions/Milestones	April 2014 – Presentation of identity 'tool-kits' to staff Achieved
	September 2014 – Completion of initial training of staff in use of the toolkits Achieved
	March 2015 – Completion of roll out for all annually renewed publications and publicity materials. In Progress

Key Performance Indicators (KPIs) 2014/15

6. A dashboard containing details of performance against the four KPIs is available at Appendix 1.
7. The conservation KPI measures the number of current management plans in place for City of London Open Spaces. Almost all sites have current management plan.
8. Epping Forest Management Plan is still being developed. Themes and sub-themes for consultation which had previously been presented to committee are being re-drafted. A new consultation timetable has been developed, which should see the final draft brought before committee by May and the start of public consultation in June.
9. KPI 2 measures visitor satisfaction. In its first year the measure will provide a baseline for satisfaction. The measure consists of a percentage of visitors ranking their satisfaction following visits as good or better. Currently slightly different methodologies are used at different sites, which mean scores are not directly comparable. In future years a joint methodology will be developed so the measure can be used more effectively to inform site management. Auditing the data from Burnham Beeches and Stoke Common identified an error in the report presented at the last quarter. The satisfaction rate is 91% (not 97% as previously advised). The cemetery and crematorium will complete their survey in the fourth quarter.
10. KPI 3 measures income generated at each site, with income expressed as a percentage of actual local expenditure. The seasonal nature of income at Open Spaces sites means this measure will have increasing value when we are able to compare figures year on year.
11. KPI 4 measures training spend at sites as a proportion of direct staff expenditure. A target was set of training budgets representing 1.5% of direct staff spend. Currently this target is not being met at any sites. It is likely that the bulk of staff training will occur during the third quarter of the year, due to limitations on staff time available for training over the summer. This will be kept under review.

Financial and risk implications

12. The Risk Register agreed as part of the Business Plan is reviewed quarterly and individual risks are discussed at Senior Management Team meetings.
13. Risks have been reviewed several times during the reporting year and actions taken to minimise and mitigate risks. Some changes have been made in year and the amended risk register is available at Appendix 2.
14. All departmental budgets are forecast to be within budget by the end of the financial year.

Conclusion

15. Progress in delivering the current year's business plan will continue to be monitored and the remedial action described above will be taken.

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