



West Ham Park Committee

Date: MONDAY, 27 JULY 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL

Members: Deputy Alex Deane
Deputy Robert Howard
Alderman Ian Luder
Wendy Mead
Barbara Newman
Jeremy Simons
Graeme Smith
Michael Welbank
Justin Meath-Baker (Ex-Officio Member)
Robert Cazenove (Ex-Officio Member)
Catherine Bickmore (Ex-Officio Member)
Richard Gurney (Ex-Officio Member)
Councillor Bryan Collier MBE (Ex-Officio Member)
Councillor Joy Laguda MBE (Ex-Officio Member)
The Rev. Stennett Kirby (Ex-Officio Member)

Enquiries: Natasha Dogra tel: 0207 332 1434
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**Lunch will be served in the Guildhall Club at 1pm.
N.B. Part of this meeting may be subject to audio visual recording.**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council dated 23 April 2015.
For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order 29.
For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order 30.
For Decision
6. **MINUTES**
To agree the minutes of the previous meeting.
For Decision
(Pages 3 - 6)
7. **VARIOUS POWERS ACT UPDATE**
To receive an update from the Remembrancer.
For Information
8. **SUPERINTENDENT'S UPDATE**
Report of the Superintendent of West Ham Park.
For Information
(Pages 7 - 10)
9. **GRANTS REVIEW**
Report of the Town Clerk.
Also attached is a motion from the Open Spaces and City Gardens Committee.
For Decision
(Pages 11 - 32)
10. **BUSINESS PLAN OUTCOME REPORT - QUARTER 1 2015/16**
Report of the Director of Open Spaces.
For Information
(Pages 33 - 40)

11. **REVENUE OUTTURN 2014-15**

Joint report of the Chamberlain and the Director of Open Spaces

For Information
(Pages 41 - 46)

12. **REVIEW OF LODGE ALLOCATION AT WEST HAM PARK**

Report of the Director of Open Spaces.
(A non-public appendix will follow.)

For Decision
(Pages 47 - 54)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

15. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Confidential - Members Only

16. **NURSERY SERVICE REVIEW**

Report of the Superintendent of West Ham Park

For Decision

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Agenda Item 3

YARROW, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.
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WEST HAM PARK COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment; the membership to be the same as the Open Spaces & City Gardens Committee.
- plus the following:-
 - four representatives nominated by the Heirs-at-Law of the late John Gurney
 - one representative nominated by the Parish of West Ham
 - two representatives nominated by the London Borough of New ham

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2015/16**

- 5 (4) Alexander John Cameron Deane, Deputy
- 3 (3) Jeremy Lewis Simons M.Sc., *for three years*
- 3 (3) Robert Picton Seymour Howard, Deputy
- 3 (3) Barbara Patricia Newman, C.B.E.
- 5 (2) Ian David Luder J.P., B.Sc.(Econ.), Alderman
- 2 (2) Graeme Martyn Smith
- 5 (1) Wendy Mead
- 5 (1) Michael Welbank, M.B.E.

Together with the ex-officio Members referred to in paragraph 1 above and:-

Four representatives appointed by the heirs-at-law of the late John Gurney:-

- Catherine Bickmore
- Robert Cazenove (Heir-at-Law)
- Richard Gurney
- Justin Meath-Baker

One representative appointed by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- The Revd. Stennett Kirby

Two representatives appointed by the London Borough of New ham

- Councillor Joy Laguda, M.B.E.
- Councillor Bryan Collier, M.B.E.

4. **Terms of Reference**

To:-

- (a) have regard to the overall policy laid down by the Open Spaces & City Gardens Committee;
- (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874 and the management of a Nursery; and
- (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.

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WEST HAM PARK COMMITTEE
Monday, 20 April 2015

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms
- Second Floor West Wing, Guildhall on Monday, 20 April 2015 at 1.45 pm

Present

Members:

Alderman Ian Luder (Chairman)
Wendy Mead
Jeremy Simons
Michael Welbank
Catherine Bickmore
Richard Gurney
Councillor Bryan Collier MBE
Councillor Joy Laguda MBE
Graeme Smith

Officers:

Natasha Dogra	Town Clerk's Department
Sue Ireland	Director of Open Spaces
Louisa Allen	City Gardens Manager
Martin Rodman	Superintendent, West Ham Park and City Gardens
Esther Sumner	Open Spaces Business Manager
Alison Elam	Group Accountant, Chamberlain's Department
Edward Wood	Comptroller and City Solicitor's Department
John Park	Press Officer, Public Relations Office

1. **APOLOGIES**

Apologies had been received from Deputy Alex Deane, Deputy Robert Howard, Justin Meath-Baker, Barbara Newman and Virginia Rounding.

2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**

There were none.

3. **MINUTES**

RESOLVED – that the minutes be agreed as an accurate record.

Matters Arising:-

Infrastructure Bill

The Committee agreed to delete paragraph 2 under the minute regarding the Infrastructure Bill, which the Town Clerk noted.

Application for new park gate by Park Primary School

In response to a query from Members, Officers agreed that the following wording would be added to the minutes of this item:

“Members raised concerns over whether the health and safety of park users would be impacted due to the introduction of a new entry to the park. Officers agreed that these issues would need to be taken into consideration at the design stage. Members were also informed that Officers would consider the heritage and the historic layout of the paths. Members noted that these changes may add to the number of paths; however, this would be discussed at the design stage, should the London Borough of Newham wish to progress the proposal.”

The Superintendent of West Ham Park informed the Committee that he had written to the London Borough of Newham following the Committee’s decision to allow Officers to enter into negotiations regarding the proposal; however, no response had been received.

4. SUPERINTENDENT'S UPDATE

The Committee received an update from the Superintendent of West Ham Park. Members noted that a specialist consultancy company were appointed earlier this year to undertake a feasibility study of the West Ham Park nursery and to make recommendations about its future sustainability or possible alternative uses for the site. Their final report was due at the beginning of this month and, although this had been received, the Superintendent was not fully satisfied with the quality of the report or the company’s analysis of some of the options. Members noted that Officers had requested more detail and supporting evidence in some areas of the report, and would be bringing a full report on the future of the nursery to the Committee before recess.

Members noted that a star gazing event was held in February and a former chair of the Friends Group gave a very professional presentation. Newham radio attended and recorded an interview which was featured on their community hour slot. Other outreach and community events which have taken place include Newham Work week when the Outreach Officer attended local schools to talk about the role of a gardener; a rose pruning work shop took place in the ornamental gardens and Habitat restoration work was carried out in the education garden with the friends.

Members were informed that brick paver paths had been repaired in the ornamental garden through the City surveyor’s additional works programme. The mesh fencing in the nursery poly tunnel was also due to be repaired in the coming weeks.

The Superintendent informed Members that the Lord Mayor’s visit to West Ham Park would take place on 29th May 2015 with a drinks reception following the tour. A formal dinner would take place at Guildhall on 2nd July 2015 for Members of the West Ham Park and Open Spaces & City Gardens Committees. This change would grant the Chairman, Deputy Chairman and Director the flexibility to invite key partners and organisations to future events they may wish to host throughout the year.

RESOLVED – that the update be received.

5. BUSINESS PLAN COMMITTEE REPORT

The Committee were presented with the Open Spaces Business Plan report and noted that the four departmental objectives were to:

- Protect and conserve the ecology, biodiversity and heritage of our sites.
- Embed financial sustainability across our activities by delivering identified programmes and projects.
- Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer.
- Improve the health and wellbeing of our communities through access to green space and recreation.

Members noted that the delivery of these objectives was supported by a number of corporate, departmental and divisional projects and programmes. These were illustrated on a roadmap. Members also noted the list of charitable objectives and agreed that these were an important priority for the years ahead.

In response to a query regarding the format of the report, Officers informed Members that the use of roadmaps was being implemented by departments across the organisation as they served as a useful tool for examining the status of projects at a glance. Officers were able to compare projects taking place across the City's open spaces and could therefore allocate staff and other resources in a more beneficial manner. Members agreed that a 'navigation aid' to explain the roadmaps would be helpful, along with the inclusion of a full key on each roadmap.

In response to a query, Officers agreed to investigate the West Ham Park charitable objective. Members also noted that in future they would only receive the roadmap relevant to their open space, with the Open Spaces and City Gardens Committee receiving the full report.

RESOLVED – that the Open Spaces Business Plan 2015/16 – 17/18 be agreed.

6. WEST HAM PARK SPORTS CHARGES 2015/16

The Committee were presented with the proposed fees and charges for sports facilities provided at West Ham Park for 2015/16.

RESOLVED – that the proposed schedule of charges for sports facilities in West Ham Park for the 2015/16 financial year be approved.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

There was no urgent business.

9. EXCLUSION OF THE PUBLIC

MOTION - It was agreed that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

10. **MINUTES**

RESOLVED – That the minutes be agreed as an accurate record.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There was one question.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no urgent business.

The meeting ended at 2.25 pm

Chairman

Contact Officer: Natasha Dogra
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Agenda Item 8

Committee:	Date:
West Ham Park Committee	27 July 2015
Subject:	Public
Superintendent's update July 2015	
Report of:	For Information
Superintendent of Parks & Gardens	
Summary	
This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since April 2015.	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none">• Note the report.	

Background

West Ham Park is a 77 acre park in the London Borough of Newham, owned and managed by the City of London Corporation since 1874. It provides valuable green space for the enjoyment, leisure and well-being of the local community and London as a whole. This report provides information and updates on activities that have taken place in the park since April 2015.

Main Report

Budget

1. After the first quarter of the year West Ham Park is currently on track with spending and income generation from sports. The nursery has recently distributed summer bedding plants to internal and external clients. Invoices for these activities are due to be issued over the coming weeks. Requests to provide floral decorations for a couple of events have been received and replied to, the nursery is awaiting to hear if it has been successful in securing these bookings.

Personnel

2. The nursery now has a full complement of staff - the one year post was secured by the previous casual member of staff bringing continuity and stability to the team. An external candidate was appointed the six month post;

she brings sound horticultural experience of working at Ham House as well as other London gardens and open spaces. In the park team the permanent Keeper-Gardener role has been filled by a gardener from the City's Cemetery and Crematorium. He started in June and is settling in well to his new role. A previous candidate applied for the six month Gardener-Keeper role and was successful in his application and has been providing valuable support to the team with the recent spell of dry weather. One summer casual worker is currently being advertised for to assist in the gardens and park during the school summer holidays.

3. There is currently no sickness absent management issues within the park or nursery team.

Operational Activities

4. Following the visit of the Lord Mayor in April the park has been a hive of activity. Summer bedding displays have been planted throughout the park, hedges clipped, grass mown and sports pitches marked ready for the influx of summer visitors. Watering of summer bedding displays and young trees has been a high priority for the gardening and keeping teams due to the high temperatures and dry weather. The paddling pool in the children's play area was opened in June and continues to be a popular facility with local children.
5. Cricket continues to be popular in the park with 61 matches played by youth teams and 26 by adult's teams. The park is also a popular location for local schools to hold their sports days; eight schools have held their sports days in the park over thirteen days. New leaflets have been produced to promote the facilities that are available for local schools and groups to use and are being distributed to teams by the keepers over the summer. The Park Manager is involved with the Open Space Sports Board, to ensure that the right sports are being provided in the right places across our department
6. The park has entered London in Bloom and Green Flag competitions this year, but will be 'mystery shopped' for both competitions rather than facilitating a formal judging visit. This is due to the consecutive high scores that the park has received in the previous years. Results will be announced in August and September.
7. Public consultation has been taking place during June and July in regards to three benches that are situated adjacent to Aileen walk. Antisocial behaviour has been taking place in and around the benches in the evening and at weekends. A number of residents have requested the benches are removed, but wider opinions are being sought before any action is taken.

Community, Volunteering, Outreach and Events

8. A total of 351 volunteer hours have been delivered over a range of projects in the park. The community food growing project was launched on the 7 May with a public planting day, attended local school children and residents.

Volunteers have been meeting on a weekly basis cultivating a wide range of crops including sweetcorn, chilli and aubergine.

9. West Ham Park received 423 local school children between May and June, engaging them in fun, interactive outdoor learning activities such as pond dipping, habitat restoration, food growing, minibeast hunts and species identification, including many children from deprived neighbourhoods who have no access to an outside space at home and who really benefitted from having the opportunity to get hands on with nature.
10. The parks Outreach, Biodiversity and Education officer has been working closely with Newham College of Further Education to deliver practical volunteering sessions to students with special educational needs. Our collaboration supports the college's "work preparation" scheme for the students, to encourage greater independence and responsibility. The success of the initial sessions and the benefits to the student's wellbeing from working outside is hopefully the beginning of a longer term volunteering partnership.
11. At the end of June, West Ham Park hosted our wildlife themed summer fayre 'Wild About West Ham Park' educating visitors about the different wildlife and habitats that can be found throughout the park through interactive treasure hunts, craft stalls, pond dipping and educational lectures at our apiary and wild flower meadows, highlighting the importance of urban green spaces as a home for wildlife. The family fun day out was attended by supporting wildlife charities the RSPB, the London Wildlife Trust and The Dogs Trust and was thoroughly enjoyed by all those who took part.
12. As we move into July we are busy planning for the upcoming herbarium art exhibition which we will be hosting in West Ham Park as part of 'Love Parks Week' and the 'Forest Gate Arts Trail' between 18 July and 2 August. *The Story Without* continues the exploration of links between nature, art, books and local history by local artist, writer and editor Sonya Patel Ellis with a pop-up library in the park bandstand. Situated in West Ham Park between 18 July and 2 August 2015, the library will be open to visitors during park hours and encourages people to form their own narratives about the park's hidden treasures and to look more keenly at the world around them. It pays particular homage to physician and botanist Dr John Fothergill who, in 1762, established an esteemed botanic garden in the grounds of the Ham House estate, which we now know as West Ham Park. The park's ornamental gardens, plant nursery and rich biodiversity, including wildflower meadows and tree trails, form part of his legacy.
13. The park is also working in collaboration with The Challenge Network to deliver the National Citizen Service to students and young adults from the local Newham area. We will be opening our gates to inspire the participants to engage with and make a positive contribution towards local community initiatives on the 20 July, and will be welcoming them back in September to follow up their visit with a practical volunteer project

14. The summer entertainments programme on the bandstand has been reviewed and the programme updated. The parks wildlife garden will be open one day a week throughout the summer holidays, to provide local children access to the space which is normally closed and only open for schools groups. The remaining budget is being used to fund music on the bandstand. Three different acts have been chosen in consultation with our friends group.

9 August - Taru band, 2.30-4.30pm

TARU Arts is a non-profit arts and educational organisation, which creates and delivers fun and exciting programmes and activities to children, young people and communities. Interactive percussion with recycled drums and other items to resonate sound, followed by Brazilian music. TARU have performed on stage at Greenwich's annual 'Great Get Together' community event as well as taking part in many walking parades including the Thames festival and Sadler's Wells Carnival Parade.

16th August 3pm-5pm East London Brass.

An award winning traditional section brass band This ultra-talented band has its roots way back in the 19th century and is still going strong! Local east London brass band who also played from the Minstrels' Gallery in Guildhall.

30 August - 1345:14:45. Mike Edmonds Band

Local musician Mike Edmonds will be playing smooth jazz music. Mike and the band are resident at many local venues including the Wanstead tap.

Property Matters

15. The Park Manager and the City Surveyor have met with the Lawn Tennis association to discuss and agree the technical specifications for the resurfacing of the remaining 9 tennis courts at West Ham Park. A tennis development plan and application for additional funding is also being finalised with the LTA. This will be the main focus over the summer to ensure that the resurfacing starts on time in the autumn.
16. Meetings have taken place with Park Primary school and Newham Council regarding the installation of an additional gate into the park. Final designs are being drawn up and a further update will be provided to committee after the summer recess.

Martin Rodman

Superintendent of Parks & Gardens

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Agenda Item 9

Committee(s)	Dated
Resource Allocation Sub Committee	For decision 28 May
Policy and Resources	For decision 28 May
Open Spaces	For decision 8 June
Finance	For decision 9 June
Establishment	For decision 11 June
Epping Forest and Commons	For decision 6 July
General Purposes Committee of Aldermen	For information 8 July
City Bridge Trust	For information 9 July
Community and Children's Services	For decision 10 July
Culture, Heritage and Libraries	For decision 13 July
Hampstead Heath, Highgate Wood and Queen's Park	For decision 20 July
Education Board	For information 23 July
West Ham Park	For decision 27 July
<i>(Policy & Resources – if necessary)</i>	<i>(For decision)</i> <i>(24 September)</i>
<i>(Court of Common Council – if necessary)</i>	<i>(For decision)</i> <i>(15 October)</i>
Subject GRANT GIVING: Report of cross-cutting Service Based Review	Public
Report of: Deputy Town Clerk (on behalf of Chief Officers Group)	For Decision

Summary

A cross-cutting review of the grant giving activities of the City Corporation was commissioned as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City Corporation, to suggest how to improve value for money and drive up impact.

The review was undertaken from November 2014-January 2015, with a final report cleared by Chief Officers Group in April 2015. Summaries of the review report and its recommendations are attached at Appendices 1 and 2.

The review identified approximately £13.2m awarded in 2013/14 by the City Corporation across 15 different grants programmes, although by far the largest programme was the City Bridge Trust (these are listed in Appendix 3). The review concluded that there is no consistent approach across the City Corporation to governing or managing disbursements. This potentially exposes the City Corporation to financial, organisational and reputational risks.

Accordingly, a set of core principles have been identified to drive a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation and several high level changes of direction are proposed:

1. Strategic allocation of resources

- Resource Allocation Sub Committee to set the annual quantum for City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.

2. Streamlined governance

- Finance Grants Sub Committee to adopt the more strategic role of performance managing and benchmarking all City Corporation grants programmes, rather than directly allocating a sub-set of programmes.
- The City Corporation's grants programmes to be consolidated under a smaller number of distinct themes which reflect the City Corporation's priorities (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts).
- Smaller charities (controlled by the City Corporation) sharing similar purposes to be merged (e.g. the five separate funds aimed at poverty relief, numbered 9 to 13 in Appendix 3).
- Where a grants programme relates specifically to the remit of a particular committee, that committee to have responsibility for the policy and operation of the programme in order to ensure alignment between policy and investment. Committees to avoid allocating funds to initiatives which cut across the remit of other committees.
- A more structured approach to be taken to the ad hoc (City's Cash funded) grants awarded by the various Open Spaces Committees – a formalised grants programme to be jointly governed by all Open Spaces committees and managed / publicised as one of the City Corporation's suite of grants programmes.

3. Consistent and proportionate customer experience

- All City Corporation grants programmes to be managed in a consistent way in relation to their spending, outcomes and risks.
- Monitoring and evaluation of individual grants to be consistently proportionate to the scale of individual awards.
- The spirit of the Government's Transparency Code and the Charity Commission's best practice guidelines to be followed in relation to public information, even where there is no legal requirement to do so for City's Cash grants: stakeholder expectations will be set by practice elsewhere.

4. Efficient and effective management

- Administrative and professional expertise on grants to be consolidated within the organisation to improve consistency of approach, drive economies of scale and promote best practice.
- Staff and other costs (e.g. legal, finance and audit) to be recharged to individual grant programmes to avoid unintended subsidy.

The benefits from adopting a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation will include:

- Improved corporate grasp and transparency of the City Corporation's range of grant giving activities;
- Grants from City's Cash and City Fund better strategically aligned with the City Corporation's corporate objectives and policy priorities;
- Best practice identified and spread in terms of the prioritisation, assessment and governance of grants;
- Consolidation of expertise within the City Corporation to administer and manage grants, especially where these involve handling charitable grants;
- Reduction in operating costs resulting from the rationalisation of administrative services managing grants.

Recommendations

Resource Allocation Sub Committee

Members are asked to

- Consider the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2.
- Make appropriate recommendations to the Policy and Resources Committee.

Policy and Resources Committee

Members are asked to

- Agree the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2, subject to the comments of the Resource Allocation Sub Committee.
- Agree that Resource Allocation Sub Committee sets the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants).
- Agree that Resource Allocation Sub Committee considers annual performance reports for all grants programmes from the Finance Grants Sub Committee.

Finance Committee

Members are asked to

- Agree that Finance Grants Sub Committee adopt a strategic oversight / performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role.

Establishment Committee

Members are asked to

- Agree to take over responsibility from the Finance Grants Sub Committee for prioritising the (City's Cash) funds to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Community and Children's Services Committee

Members are asked to

- Agree to take on governance of the Combined Relief of Poverty charity (from Finance Grants Sub Committee) and of the various 'poverty relief' charities proposed for merger.
- Agree to review with the Education Board the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Education Board

Members are asked to

- Review with the Community and Children's Services Committee the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Open Spaces Committee

Epping Forest and Commons Committee

Hampstead Heath, Highgate Wood and Queen's Park Committee

West Ham Park Committee

Members are asked to

- Agree to adopt a more structured approach to grant giving which is jointly governed by all Open Spaces committees and which is publicised and managed as part of the City Corporation's suite of grants programmes.

Culture, Heritage and Libraries Committee

Members are asked to

- Agree to take on governance of a formal grants programme encompassing the current range of cultural / arts awards currently made by other committees (such as Finance Grants Sub Committee) provided the proposed overall change in direction is agreed by Policy and Resources, Resource Allocation Sub and Finance Committees.

City Bridge Trust Committee

Members are asked to

- Note that administrative management of the City Corporation's various programmes be consolidated under the Chief Grants Officer to improve consistency of approach, drive economies of scale and promote best practice.

Main Report

Background and Scope of Review

1. As part of the Service Based Review exercise it was identified that there was potential to improve the many different grant-giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. In September 2014, the Policy and Resources Committee approved a proposal for a cross-cutting review of grant giving.
2. The review covered grants programmes funded from City's Cash, City Fund and the charitable grant-giving trusts which are either wholly or majority-controlled by the City Corporation. This excluded charitable grant-giving trusts with which the City Corporation is involved (e.g. via nomination rights to the governing board of trustees) but which the City Corporation does not control via majority control of the board – except for cases in which the City Corporation finances the activities of the trust from City's Cash.
3. The definition of a 'grant' for the purposes of the review was "*an award to an external organisation or individual to undertake an activity or produce an outcome which the City Corporation is not required to do under statutory obligation – or which furthers the charitable objects of the charity from which the payment is made - and which has been (or should be) awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.*" This definition excludes internal transfers between different parts of the City Corporation, commissioned services, discretionary donations, subscriptions, sponsorship, ongoing legal commitments and unallocated Community Infrastructure Levy.

Current Position

4. Applying the definition in paragraph 3 above to expenditure in 2013/14, the City Corporation awarded approximately £13.23m from 15 different grants programmes, under nearly 20 different themes. These are listed in Appendix 3. Around 90% of that figure was given out through City Bridge Trust (the grant giving arm of the Bridge House Estates charity). Also shown in Appendix 3 is the distribution of grants by theme from the City Bridge Trust and the other grant programmes for 2013/14. (Figures for 2013/14 for City Bridge Trust grants were untypically low.)
5. A further £7.8m was paid to external organisations as discretionary donations and strategic initiatives (including strategic initiatives funded by City Bridge Trust and the Policy Initiatives Fund). In addition, more than £0.5m was paid out as regular, ongoing payments (but not from grants programmes or via contracts or procurements) although the figure could be considerably higher. These payments are excluded from this review.

Key Findings – The Case for Change

6. A high level summary of the review report: *A More Strategic Approach to Grant Giving*, is attached as Appendix 1.
7. The review noted that the bulk of the City Corporation's grants are disbursed through the City Bridge Trust which has sound systems and processes in place for managing disbursements. However, there is no consistent approach to governing or directing the *totality* of the City Corporation's grants programmes in relation to each other. This gives rise to a number of challenges, which are discussed in section 3 of Appendix 1.
8. The review also identified financial, organisational and reputational risks and opportunities in not taking this opportunity to reform the City Corporation's grant giving activities. The financial risks centre on the unnecessary costs arising from a failure to achieve value for money, economies of scale, and drive appropriate due diligence. The organisational risks centre on the missed opportunities to set common purpose, achieve greater corporate coherence, and drive professional best practice.
9. The reputational opportunities arise from the potential for the City Corporation to:
 - Offer a strong and complementary suite of grants programmes which reflect its priorities;
 - Communicate clearly what grants can be applied for, how to apply and manage City Corporation grants;
 - Manage the grant applications and monitoring process in a consistent way;
 - Conform consistently to expectations of transparency and best practice (e.g. as set by the Charity Commission);
 - Publish a strong story about the difference made by City of London grants, and
 - Make a strategic impact on London.
10. The review concluded that in an environment in which public sector grants are coming under tighter pressure and closer scrutiny, the City Corporation has an opportunity to set a benchmark of good practice by channelling and directing its substantial grants offer in a more focussed way.

Core Principles – Seven Steps to Success

11. The review identified seven core principles, detailed in section 6 of Appendix 1, which would form the basis for a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation. These were to:
 - 1) Set out a clear, corporate offer
 - 2) Allocate resources strategically
 - 3) Streamline governance
 - 4) Establish a common identity and branding for City Corporation grants
 - 5) Provide a consistent 'City of London' customer experience

- 6) Review all City Corporation grants programmes in a consistent and proportionate way
- 7) Manage City Corporation grants more efficiently and more effectively

13. These core principles were supported by a set of more detailed systemic and procedural changes and recommendations, which are summarised in Appendix 2. These were approved by the Chief Officers Group following a presentation on the review at their meeting in April 2015. The majority of these are operational changes, which will be implemented as part of the revised overall approach to grant giving, for which the approval of the Policy and Resources Committee is being sought.

14. However, there are a number of recommendations which require Member approval as they have an impact on the roles and remits of certain Committees. These are as follows:

- Resource Allocation Sub to gain setting of the annual quantum for each City Fund and City's Cash funded grants programme.
- Finance Grants Sub to gain strategic oversight / performance management of all City Corporation grants programmes but relinquish direct grant awarding functions.
- Community and Children's Services to gain Combined Relief of Poverty charity (from Finance Grants Sub) and the 'poverty relief' charities proposed for merger. To retain Combined Education charity and gain City Educational Trust Fund (from Finance Grants Sub Committee) but to explore the potential to transfer these to the Education Board.
- Education Board to explore with Community and Children's Services the potential to take on Combined Education charity and City Educational Trust Fund.
- Open Spaces committees to establish a formal grants programme which is jointly governed and accessible to all (based on levels of current payments made to external organisations).
- Culture, Heritage & Libraries *potentially* to establish a formal grants programme encompassing the current range of cultural / arts awards made by other committees (incl. Finance Grants Sub and the Policy Initiatives Fund).
- Establishment to take control over funds from Finance Grants Sub Grants Programme for payments made to staff (and former staff) to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Implementation

15. Assuming implementation starts once all relevant Committees have agreed the recommended changes (i.e. summer 2015), it should be possible for the new arrangements to commence from **1 April 2016**. (Merging the smaller charities will take 6-9 months.) A full implementation plan will be developed with appropriate resourcing to meet this start date.

Corporate & Strategic Implications

16. The review was commissioned as part of the cross-cutting Service Based Review exercise, with the primary aim of improving service delivery. Proposals to streamline the City Corporation's grants offer in line with the stated priorities of the organisation are consistent with the Corporate Plan.

Appendices:

- Appendix 1: SBR Grants 2015: Summary of Final Report
- Appendix 2: SBR Grants 2015: Summary of Recommendations
- Appendix 3: Pie charts of grants expenditure 2013/14 and list of grants programmes

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A MORE STRATEGIC APPROACH TO GRANT-GIVING

SUMMARY OF SBR GRANTS 2015: FINAL REPORT

1. GRANTS, PROFILE AND INFLUENCE

- 1.1 The City of London's grant-giving and charitable heritage is one to be proud of. The quirky stories behind some of the centuries' old legacies which have helped countless Londoners over the years embody the Square Mile's rich and fascinating history. The resulting spectrum of grants which is on offer today from the City of London Corporation is distinguished by its size, its provenance, its London-wide reach and its stable base, which is not subject to party political control. This is a powerful asset, which if purposefully deployed, has the potential to build the profile, reputation and influence of the City Corporation as a major contributor to the maintenance of London – and in particular the City of London – as a globally attractive place to invest, work, live and play. This is achieved to an extent through the substantial funds distributed by the City Bridge Trust (CBT). However there is also an opportunity for the City Corporation to reap further dividends by strategically harnessing and managing the totality of its grants programmes as an overall package, rather than simply presiding over its constituent parts. This review sets out how to achieve that, whilst also ensuring that the purposes of the various charitable trusts which form part of the City Corporation's grants offer are faithfully met and that the distinctiveness of the City Corporation's interests are best showcased.
- 1.2 Such an exercise must be undertaken with due regard to the external environment in which the City Corporation makes grants. Grant-giving, by its nature, reaches out to form relationships with stakeholders to catalyse changes. The types of changes, stakeholders and relationships which are developed as a result of the City Corporation's interventions reflect back onto the profile and reputation of the City Corporation as a whole. That external environment is one in which the framework for grant-giving is changing and this changing landscape plays a large role in defining how the City Corporation's grant-giving activities are received and the impact they are seen to make.

2. THE BIG SQUEEZE

- 2.1 There is now a much more widely held and explicit consensus around best practice in making grants - partly driven by the Government's Transparency Code and partly driven by the Charity Commission's guidelines – in which grant giving bodies are expected to operate in an open, responsive and timely way. (The Government's Transparency Code requires local authorities to publish the amount, purpose and date the grant was awarded, its duration, the awarding department and the type of organisation in receipt of the grant for all grants awarded over £500). Whilst the Code does not apply to the bulk of the City Corporation's grants, it is worth noting that the Code is having the effect of normalising stakeholder expectations and benchmarks of good practice in grant-giving. This needs to inform how the City Corporation manages its grants programmes overall – whether public, private or charitable.
- 2.2 Another determinant of the grant-giving environment is the level of public funding available for grants across London, which is set to drop sharply, with many existing grants budgets being cut completely or transformed into commissioning contracts for service delivery or a combination of the two. Local authority budgets for non-statutory services are projected to drop by a further 43% over the next five years (based on Dec 2014 Autumn Statement figures) which will accelerate and intensify the extreme financial pressures on activities such as employment support, community development, extracurricular education, access to culture and the arts and enjoyment of open spaces, as well as grant giving itself. These are also typically the activities through which the City Corporation has reached out in partnership across London and it will continue to do so, being less reliant on local authority financing from Government than the 32 boroughs. This will put the City

Corporation in an increasingly prominent position as a champion of non-statutory but nonetheless very important social, environmental, educational, cultural and artistic initiatives by organisations and individuals from all walks of life.

- 2.2 Whilst there are huge reputational dividends to be reaped in this scenario, greater prominence will also invite greater scrutiny. The size of the City Corporation's grants regime provides an opportunity to showcase leadership, creativity and best practice. It also means that the City Corporation, more than ever, will need to avoid any potential perceptions that precious resources are spent in a way which is out of touch with the challenging environment. The City Corporation's overall grants package will be judged on the extent to which the corporate offer is clear, coherent and well-targeted, administered in an exemplary way, easy to navigate, customer-focussed and recognisably branded.

3. CITY OF LONDON CORPORATION GRANTS CHALLENGES

- 3.1 The vast majority of the City Corporation's grants are disbursed through the City Bridge Trust, which has clear and open systems and processes in place for managing disbursements. However, if a broader corporate perspective is taken in which the CBT is viewed as only one of a wider suite of grants programmes offered by the City Corporation, the following challenges become apparent:

- i. **Lack of clarity on what constitutes a grant:** there is confusion about what constitutes a grant within the City Corporation, which arises partly because of the flexibility to finance such a wide range of initiatives from the City Fund. The term 'grant' has been applied to cover all payments (including a few contractual payments) – whether requested from or initiated by the City Corporation - as well as some internal budgetary transfers resulting from an internal bidding process (e.g. from the Policy Initiatives Fund). On other occasions, the term is much more restrictively used. Consequently there is no overview of the City Corporation's grants activities and no clear narrative which can be communicated.
- ii. **A large number of small, loosely focussed grants programmes:** an idiosyncrasy resulting from the incremental accumulation of funds over a long period of time. Even though applying a standardised definition of a grant (e.g. as also used in the Government's Transparency Code) significantly reduces the range of payments which might fall under a loose 'catch-all' category, there remains a proliferation of grants programmes, many sharing overlapping and/or obsolete objectives, giving an overall impression of a lack of focus.
- iii. **Lack of a consistent 'City of London' identity for City Corporation grants:** the City Corporation's grants programmes appear disconnected from each other, with little unifying public presentation or articulation of common purpose.
- iv. **Variable customer experience of the same service:** a consequence of the fragmentation of grants programmes is that applicants do not have a consistent 'City of London' experience when engaging with the organisation on grants. For instance, only 5 out of a potential 15 City Corporation grant programmes (including wholly controlled City Corporation charitable programmes) are highlighted on the City Corporation website.
- v. **Variable management practice for the same functions:** City Corporation's grant programmes are not managed in a consistent way and there is no overall benchmarking or standard setting for this function across the various programmes. The City Corporation has yet to comply with the Government's Transparency Code requirements for City Fund grants

and the Charity Commission's best practice guidelines in respect of City Corporation-controlled charitable trusts are not consistently followed.

- vi. **No overall performance review:** another consequence of the lack of coherence between the City Corporation's grants programmes is that they are not assessed for performance or impact in relation to each other, which would facilitate the spreading of best practice, drive better value for money and more effective targeting, as well as enable stronger communication with stakeholders about the difference made by the City Corporation's grants.
- vii. **Unintended duplication:** The City Corporation's grants programmes are largely managed separately from each other, which means management functions are replicated across the organisation to varying degrees of rigour, best practice is generally not shared and potential efficiencies are not realised.
- viii. **Untested subsidy:** the staff costs of managing grants (e.g. administrative, accounting, audit and legal) are not attributed to or reclaimed from the relevant programmes. This is the case for both City Corporation corporate grants programmes and City Corporation-controlled charities, despite each of the latter having additional funds available for immediate disbursement.
- ix. **Funding decisions which potentially cut across relevant service committee priorities:** the lack of co-ordination between the City Corporation's various grants programmes results in some grants being made without due reference to the priorities of the appropriate service committee charged with setting a policy and investment framework for the activities covered by the grant. This occurs in grants made in relation to poverty relief, education and culture.
- x. **Non-strategic resource allocation:** the organic way in which the City Corporation's grants has evolved over the years has meant that no direction has ever been set either for the overall or relative levels of grant funding to be made available for specific themes. There is scope to set City's Cash and City Fund grant programmes in relation to the given amounts available for disbursement through the City Corporation's trusts to improve targeting of resources.

4. RISKS

- 4.1 The scenario outlined above throws up potential risks and missed opportunities for the City Corporation. The risks are mainly reputational – for example, stakeholder uncertainty over what grants can be applied for, how to deal with the City Corporation on grants and inconsistent treatment by the City Corporation across its various grants programmes. But there are also missed opportunities to proffer a powerful set of grants programmes which work strategically for the City Corporation as much as for the specific purposes of each programme, to achieve economies of scale, to share best practice and to publish a coherent narrative about the impact made across London by the City Corporation's extensive range of grants.

5. A MORE COHERENT FRAMEWORK?

- 5.1 If "establishing a clear and well-run set of grants programmes which speaks to the needs of Londoners and represents the priorities and heritage of the City Corporation" is the aspiration of the City Corporation, then a more consistent approach to managing grants is required. This

would drive greater value from the City Corporation's extensive spending in this area, both in terms of reputation and material impact.

5.2 By reorganising how grants are managed into a more coherent policy framework, the City Corporation would be in a position to offer a more clearly defined and complementary suite of grants programmes, which reflects both the areas in which grants will be under acute pressure across London and the areas of investment in which City Corporation distinguishes itself from all others. Possible themes under which the City Corporation's grants could be brigaded might include:

- Social inclusion and poverty relief
- Educational and employment support
- Enjoying open spaces and the natural environment
- Community development
- Accessing culture and the arts

5.3 Steps towards achieving a more consistent approach to grant making would involve adopting a number of core principles, would then lead to a set of more detailed choices and operational changes.

6. CORE PRINCIPLES : 7 STEPS TO SUCCESS

- i. **Set out a clear, corporate offer:** The City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.
- ii. **Allocate resources strategically:** Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.
- iii. **Streamline governance:** Where a grants programme relates specifically to the remit of a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and other investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee takes on a performance management role for all City Corporation grants programmes
- iv. **Establish a common identity and branding for City Corporation grants:** All grants programmes which are controlled by City Corporation should share a common corporate 'Identity', with consistent branding which identifies them as belonging to the City of London Corporation family of grants – whether publicly, privately or charitably funded.
- v. **Provide a consistent 'City of London' customer experience:** All grants programmes should comply with the spirit of the Government's Transparency Code even where not legally required to do so, and charitable trusts should comply with the Charity Commissions' best practise guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.
- vi. **Review all City Corporation grants programmes in a consistent and proportionate way** in relation to their spending, outcomes and risks, on the basis of a twice-yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate Committees and boards of trustees.
- vii. **Manage City Corporation grants more effectively and more efficiently:** Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and assist the sharing of best practice. Staff costs (e.g. legal, finance and audit) should be recharged to grant programmes to avoid the City Corporation having to subsidise operations.

6.1 **Timing: Implement agreed changes on 1 April 2016**

The organisational adjustments which would flow from adopting the above recommendations would require approximately 9-12 months to put in place, assuming implementation starts as soon as the recommendations are agreed. For example, negotiation of changes to City Corporation charitable trusts with the Charity Commission would require 6 – 9 months.

6.2 **Process: Draw up an action plan and task a project manager to drive progress**

Once decisions have been taken about the preferred way forward, it is recommended that an implementation plan is drawn up, staff resource be made available to pursue it and progress reported to Members on a quarterly basis to maintain momentum.

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SBR GRANTS 2015: FINAL REPORT

SUMMARY OF RECOMMENDATIONS

Core Principles: 7 Steps to Success	Detailed Recommendations: Principles into Practice
<p>1. Set out a clear corporate offer: City Corporation’s grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p>	<p>1.1 Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 Maintain accounting discipline for the coding and treatment of grants.</p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation. (for example: Education, Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 Formalise the de facto Open Spaces (City’s Cash) programme so that the available funding becomes more clearly identifiable and accessible.</p>
<p>2. Allocate resources strategically: Resource Allocation Sub Committee should set the annual quantum for all City’s Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p>	<p>2.1 Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City’s Cash and City Fund allocations to corporate grants programmes for the following year.</p>

SBR GRANTS 2015: FINAL REPORT

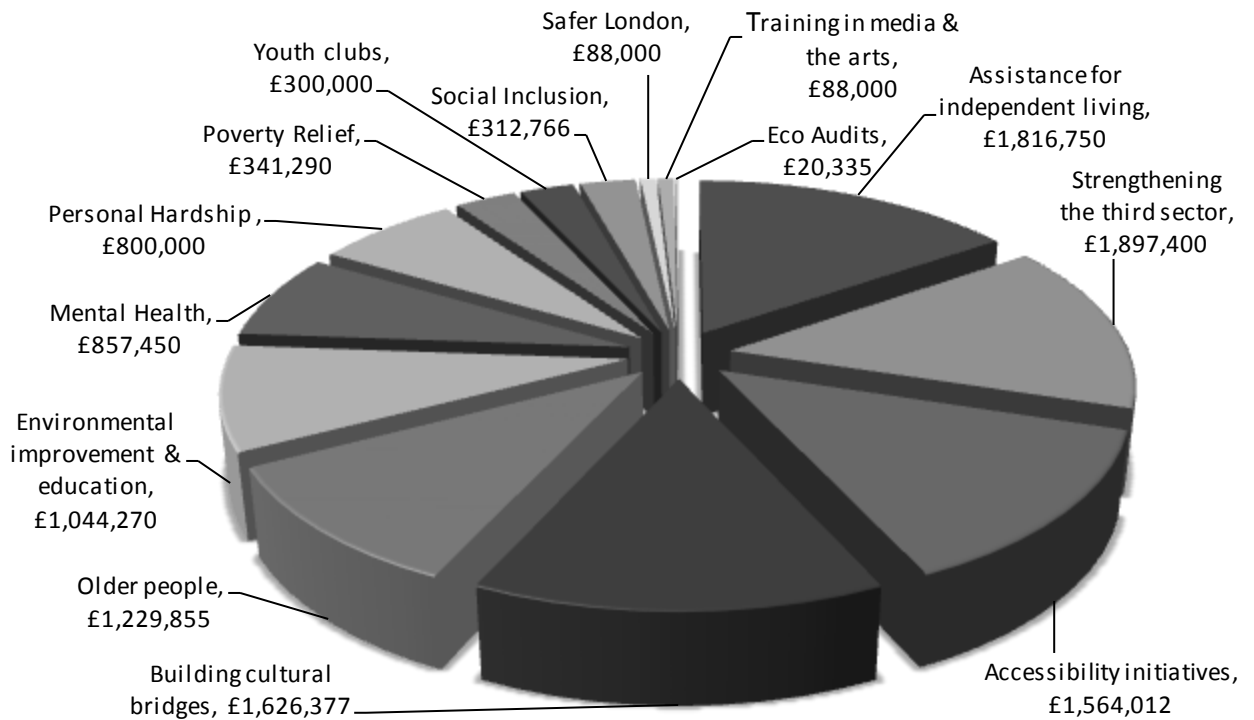
<p>3. Streamline governance: Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p>	<p>3.1 Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community & Children’s Services (CCS) Committee to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 Explore transferring the Combined Education Charity from CCS Committee to the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee for allocation in accordance with HR priorities.</p>
<p>4. Establish a common identity and branding for City Corporation grants: All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p>	<p>4.1 Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</p> <p>4.2 Include branding assurance as part of the City Corporation grants monitoring process.</p>

SBR GRANTS 2015: FINAL REPORT

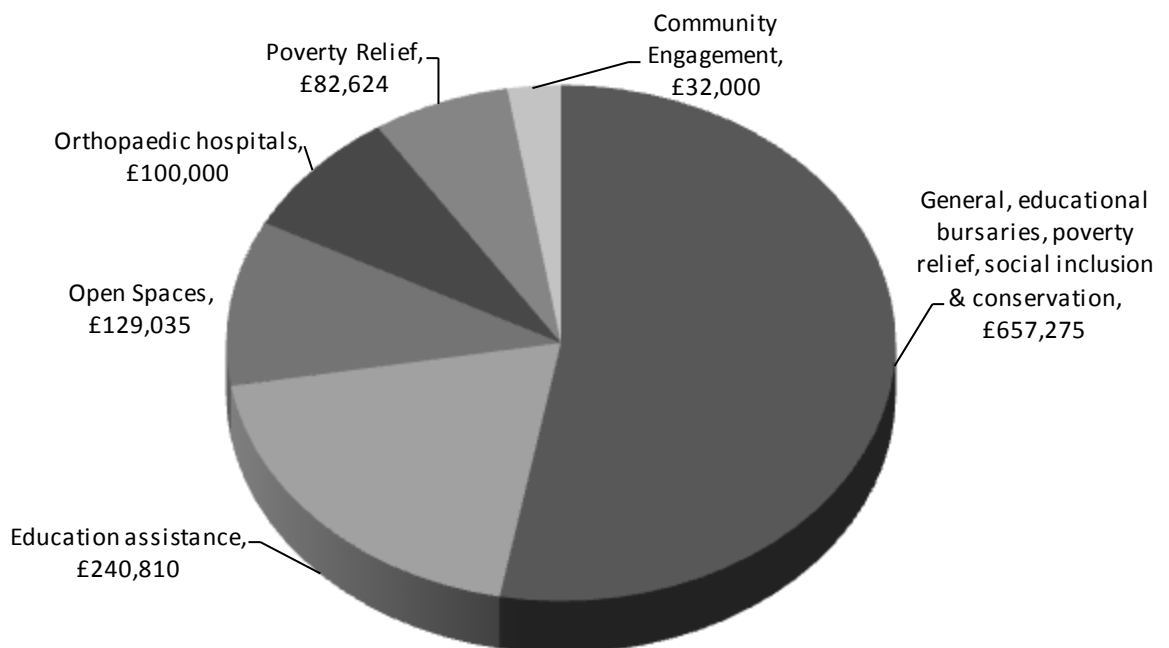
<p>5. Provide a consistent 'City of London' customer experience: All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p>	<p>5.1 Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</p> <p>5.2 Publish on the City Corporation's website a summary of all City Corporation grants programmes and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p>
<p>6. Review all City Corporation grants programmes in a consistent and proportionate way: All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p>	<p>6.1 Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</p>
<p>7. Manage City Corporation grants more efficiently and more effectively: Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p>	<p>7.1 Agree that grants administrators for all City Corporation grants programmes (except in the case of Community & Children's Services grants) be co-located with the City Bridge Trust grants team, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 Agree that designated finance and legal officers (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p>

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City Bridge Trust 2013/14
Grants awarded : £11,986,505



Other City Corporation Grants Programmes 2013/14 (see list overleaf)
Grants awarded : £1,241,744



City Corporation Grants Programmes (other than City Bridge Trust)

(excluding The Honourable The Irish Society, administered in Northern Ireland)

1. Finance Grants Sub Committee
2. Early Years Foundation Stage Programme
3. Community Small Grants Scheme
4. Estate Community Grants
5. City Educational Trust Fund
6. City Corporation Combined Education Charity
7. Sir William Coxen Trust Fund
8. The Vickers Dunfee Memorial Benevolent Fund
9. Emanuel Hospital
10. City of London Corporation Combined Relief of Poverty
11. Ada Lewis Winter Distress Fund
12. Mansion House Staff Fund
13. Signor Pasquale Favale's Marriage Portion Charity
14. Open Spaces de facto grants (incorporating: Epping Forest and City Commons, Hampstead Heath, Highgate Wood and Queen's Park, Kilburn)

TO: **WEST HAM PARK COMMITTEE**

Monday, 27 July 2015

FROM: **OPEN SPACES AND CITY GARDENS
COMMITTEE**

Monday, 8 June 2015

5. **REVIEW OF GRANTS**

The Committee considered a report of the Deputy Town Clerk concerning the outcome of the cross-cutting review of the City Corporation's grant giving activities.

It was noted that the proposals had been considered by the Resource Allocation Sub-Committee and were recommended for approval subject to responsibility for strategic oversight and performance management of the City Corporation's grant giving activities being given to the Finance Committee rather than to the Finance Grants Sub-Committee.

The Committee acknowledged that a de minimis limit would need to be established as part of the governance process.

The Director of Open Spaces informed Members that the review would provide more streamlined governance and allow for a more structured approach to be taken to the ad hoc grants awarded by the various Open Spaces Committees.

The proposal for a formalised grants programme, which would be jointly governed by all Open Spaces Committees, would benefit from further discussion with Members. The Committee agreed that a Working Party should be formed to discuss the matter. The group would consist of up to three Members from the Open Spaces & City Gardens, Epping Forest & City Commons and Hampstead Heath, Highgate Wood & Queens Park Committees, 1 Member of the West Ham Park Committee and 1 representative of the Finance Grants Sub Committee.

The Open Spaces and City Gardens Committee appointed the Chairman and Deputy Chairman to the Working Party, and would seek a third appointment via email prior to the next Committee meeting. The Working Party would meet on 16 September at 9:30am and 25 November at 3:30pm and each meeting would last 1 hour.

RESOLVED – That:-

1. Approval be given for a more structured approach to grant giving which was jointly governed by all Open Spaces and which was publicised and managed as part of the City Corporation's suite of grants programmes; and
2. That a Working Party comprising of up to three Members from the Open Spaces & City Gardens, Epping Forest & City Commons and Hampstead Heath, Highgate Wood & Queens Park Committees, 1 Member of the West Ham Park Committee and 1 representative of the Finance Grants Sub Committee be created to report back to the Open Spaces and City Gardens Committee at their meeting on 7th December 2015.

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Committee:	Date:
Open Spaces & City Gardens - For information	27 July 2015
West Ham Park - For information	27 July
Epping Forest & Commons - For information	24 August
Hampstead Heath, Highgate Wood & Queen's Park - For information	7 September
Subject:	Public
Business Plan outcome report - Quarter 1 2015/16	
Report of:	For Information
Director of Open Spaces	
Summary	
<p>This report presents the outcome of the first quarter of the 2015/16-17/18 business plan. It includes the departmental roadmap and the roadmaps for each of the division.</p> <p>Currently the Sports, Learning, and Lodges & Operational Property programmes are reporting as amber. All other programmes are green.</p> <p>It also reports on the Key Performance Indicators to date. There is still further work to be done in developing meaningful baskets of indicators for Finance and Developing Our Staff.</p> <p>Recommendation:</p> <p>Members are asked to note this report</p>	

Main Report

Background

1. The business plan was approved by the Open Spaces & City Gardens Committee on 20 April 2015. The revised business plan reflected our charitable objectives and our vision “to preserve and protect our world class green spaces for the benefit of our local communities and the environment.”

Roadmap progress

2. The departmental roadmaps and each of the divisional roadmaps are appended to this report. Overall it can be seen that each of the programmes has been making progress, although initiation has been slightly slower than anticipated.
3. As discussed at previously at the Open Spaces & City Gardens Committee meeting, further information on the progress of programmes will be provided by exception i.e. where a programme is amber or red.

Learning	Amber (steady state)	This project has been progressing well and a new operating model has been developed. It is being reported as amber as uncertainty about funding remains whilst the City Bridge Trust application is under consideration and as other funding opportunities not yet finalised.
Sports	Amber (steady state)	The amber rating reflects concern about resolution of management issues at one of the golf courses and the need to resolve a carry forward with respect to Wanstead Flats. There has been some slippage in timescales but the project lead is currently re-profiling the programme.
Lodges and operational property	Amber (improving)	Previously reporting as red due to delays in starting the project. Various work streams have now started and the City Surveyor and City Solicitor are both supporting the project.

4. Each Committee will be sent the Open Spaces Departmental Roadmap as well as the relevant divisional roadmap. Only the Open Spaces & City Gardens Committee will receive all of the roadmaps.

Key Performance Indicators

Preserving the ecology and biodiversity of our sites

5. The business plan proposed a new basket of indicators of 2015/16, including:
 - Sites with current management plan
 - Green flags awards
 - Green heritage awards
 - SSSI condition
 - London in Bloom awards
 - Heritage assets at risk
6. As reported at the end of 2014/15, all the sites except Epping Forest have a current management plan and Epping Forest have just commenced the public consultation which will shape their new management plan. Members should be aware however that the Hampstead Heath management plan is due to expire in 2017.
7. The results of green flag, green heritage and London in Bloom will be available later in the year.

Customer satisfaction

8. The “60 second survey” project has not yet started this year as further work is being undertaken to ensure that the surveys are useful to sites on the ground. It has however been established that Epping Forest will not participate this year to allow them to focus their customer interaction on their management plan consultation exercise. It is anticipated that this consultation will produce some useful information about Epping Forest users that will further enhance the Forest’s understanding of its users and their requirements. In addition to the “60 second survey”, there are a number of additional customer surveys being undertaken as part of the roadmap projects. Bringing together these various sources of information should greatly enhance the department’s understanding of our communities.

Finance

9. It was flagged in the business plan that further work needed to be undertaken to develop a useful financial KPI. The current KPI of income as a proportion of expenditure was originally kept in place but it was proposed that a basket of KPIs be developed, audit was suggested that these could include successful delivery of roadmap projects, net profit evaluation of events and net profit evaluation of commercial activity.
10. The Open Spaces & City Gardens Committee recommended in June that the previous indicator of income as a proportion of expenditure be removed as it was not helpful or illustrative.
11. The new indicators are still being developed. The Promoting Our Services programme has already started to consider a policy and framework for events and tools to aid understanding of costs. It is anticipated that this information should assist in the development of new KPIs.

Developing our staff

12. In addition to the previous target of spending 1.5% of direct employee costs on training, it was proposed that a further basket of indicators would be developed. As part of our work on Investors in People, further consideration is being given to identification and evaluation of training which it is hoped can be used to develop KPIs.

<u>Division</u>	<u>Year to date spend on training as % of employee costs</u>
Burnham Beeches, Stoke & City Commons	0.2%
City Gardens	0.7%
Cemetery & Crematorium	0.7%
Directorate	1.3%
Epping Forest	0.9%
Hampstead Heath, Highgate Wood & Queen’s Park	0.2%
West Ham Park	0.4%

Energy efficiency and sustainability

13. This work is now being led as part of the Energy Efficiency project which is progressing well.

Cemetery & Crematorium

14. The Cemetery & Crematorium has an additional set of KPIs. Performance during the first quarter has been strong.

Target 2015/16	Q1 performance
Maintain 23% market share of cremations	23.7%
Maintain 8% market share of burials	8.1%
Income compared to income target	Income of £807,165 during the first quarter (an increase of over £100,000 on Q1 2014/15)
Percentage cremations using the new fully abated cremator – target of 60%	Currently at 67.6%

Corporate & Strategic Implications

15. The delivery of the Open Spaces Business Plan 2015/16 – 17/18 will support the City of London’s strategic aim “to provide valued services to London and the nation” and the key policy priority of “maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency”.

Conclusion

16. All the roadmap projects have now started, although this process has taken slightly longer than originally anticipated. The programme approach is driving a renewed focus on outcomes for our sites and communities which will assist the department in delivering both our vision and each of our charitable objectives.

Appendices

1. Open Spaces Departmental Roadmap
2. Burnham Beeches & City Commons
3. Cemetery & Crematorium
4. City Gardens & West Ham Park
5. Epping Forest
6. Hampstead Heath, Highgate Wood & Queen’s Park

Background Papers:

- Open Spaces Business Plan 2015/16-17/18

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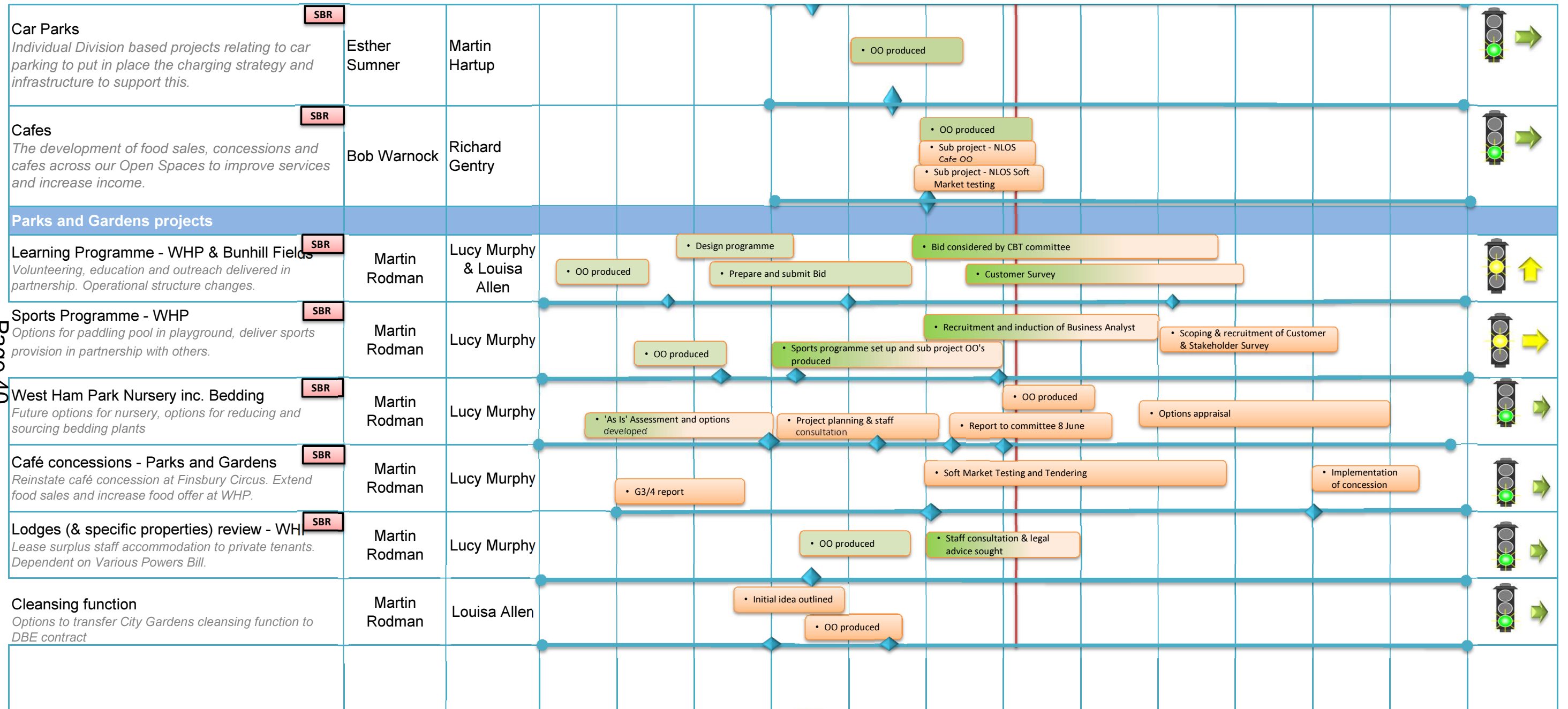
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City Gardens Roadmap

Programme / Project			2015												RAG
Updated July 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Open Spaces Department projects and priorities															
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	<ul style="list-style-type: none"> Framework developed OO produced 	<ul style="list-style-type: none"> Design programme Sub project OO's produced 	<ul style="list-style-type: none"> Prepare and submit Bid 		<ul style="list-style-type: none"> Bid considered by CBT committee 	<ul style="list-style-type: none"> Customer Survey 	<ul style="list-style-type: none"> Education Property Review OO to NLOS DMT 	<ul style="list-style-type: none"> Options development & business case for Zoo & Farm 		<ul style="list-style-type: none"> Options development & business case for One O'Clock Club 	<ul style="list-style-type: none"> SLA with Heath Hands 	
	Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>	SBR	Bob Warnock	Declan Gallagher	<ul style="list-style-type: none"> OO produced 		<ul style="list-style-type: none"> Sports programme set up and sub project OO's produced 		<ul style="list-style-type: none"> Recruitment and induction of Business Analyst 		<ul style="list-style-type: none"> Scoping & recruitment of Customer & Stakeholder Survey 				
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>			Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	<ul style="list-style-type: none"> S106 signed 	<ul style="list-style-type: none"> Site Clearance 	<ul style="list-style-type: none"> Mobilise 	<ul style="list-style-type: none"> Construction (18 month programme) 							
	Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	<ul style="list-style-type: none"> Informal Consultation 			<ul style="list-style-type: none"> Committee scrutiny and Court of Common Council 					<ul style="list-style-type: none"> Bill deposition with Parliament 		
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>		SBR	Gary Burks	Esther Sumner			<ul style="list-style-type: none"> OO produced 	<ul style="list-style-type: none"> POS board set up 	<ul style="list-style-type: none"> Market research undertaken 						
	Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	Jonathan Meares			<ul style="list-style-type: none"> OO produced 	<ul style="list-style-type: none"> Utility consumption improvement plan 	<ul style="list-style-type: none"> Action plans developed and agreed with City Surveyor 		<ul style="list-style-type: none"> Renewable energy sites agreed 	<ul style="list-style-type: none"> Project specification 			
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>			Andy Barnard	Geoff Sinclair	<ul style="list-style-type: none"> OO produced 	<ul style="list-style-type: none"> Audit of Fleet and Equipment across Open Spaces 	<ul style="list-style-type: none"> Review of operational demand 				<ul style="list-style-type: none"> Short, medium and long term options identified 				
	Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	<ul style="list-style-type: none"> OO produced 	<ul style="list-style-type: none"> High end Wayleaves review 	<ul style="list-style-type: none"> Develop approach and proposals for charging structure 		<ul style="list-style-type: none"> Committee Approval 		<ul style="list-style-type: none"> Service agreements - OO produced 	<ul style="list-style-type: none"> 1st October fee increases 			
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>		SBR	Paul Thomson	Jeremy Dagley			<ul style="list-style-type: none"> OO produced 								

City Gardens Roadmap

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- Project is in a critical state
- Project is slipping,
- Project is on track
- Project Milestone
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel
- Project Closed

Committee(s):	Date(s):
West Ham Park Committee	27 July 2015
Subject:	Public
Revenue Outturn 2014/15 - West Ham Park	
Report of:	For Information
The Chamberlain and the Director of Open Spaces	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2014/15 with the final agreed budget for the year. In total, there was a better than budget position of £54,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget £000	Revenue Outturn £000	Increase/ (Decrease) £000
Local Risk			
Director of Open Spaces (excluding Nursery)	682	682	0
Director of Open Spaces - Nursery	(52)	(8)	44
City Surveyor	160	111	(49)
Total Local Risk	790	785	(5)
Central Risk	17	(33)	(50)
Recharges	241	242	1
Total	1,048	994	(54)

The Director's overspend of £44,000 (Local Risk) has been aggregated with budget variations on services overseen by other committees, which produces an overall better than budget position of £846,000 (Local Risk) across all Open Spaces. It is proposed to carry forward £437,000 of this underspend. These requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee. The City Surveyor's £49,000 underspend is mainly due to the re-phasing of the Additional Works programme over its 3 year life, expenditure has been planned for later years. In the tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.

Recommendations

It is recommended that this revenue outturn report for 2014/15 and the consequential implications for the 2015/16 budget be noted.

Main Report

Budget Position for 2014/15

1. The 2014/15 latest approved budgets for the services overseen by your Committee received in December 2014 was £1,029. This budget was endorsed by the Court of Common Council in March 2015 and subsequently updated for approved adjustments. Movement of the Original Local Risk budget to the final agreed budget is provided in Appendix A.

Revenue Outturn 2014/15

2. Actual net expenditure for your Committee's services during 2014/15 totalled £994,000, an underspend of £54,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.

Summary Comparison of 2014/15 Revenue Outturn with Final Agreed Budget				
	Final Agreed Budget £000	Revenue Outturn £000	Increase/ (Decrease) £000	Reason(s)
Local Risk				
West Ham Park	682	682	0	
Nursery	(52)	(8)	44	
Total Director of Open Spaces	630	674	44	
Local Risk				
City Surveyor	41	58	17	
Additional Works Programme	119	53	(66)	4
Total City Surveyor	160	111	(49)	
Total Local Risk	790	785	(5)	
Central Risk				

West Ham Park Nursery reserve	transfer to/(from)	9	9	0	5
		8	(42)	(50)	
Total Central Risk		17	(33)	(50)	
Recharges					
Insurance		20	24	4	
Central Support		106	104	(2)	
I.S. Recharges		24	24	0	
Surveyors Recharges		47	43	(4)	
Recharges within Fund (CDC/Dir)		44	47	3	
Total Recharges		241	242	1	
NET EXPENDITURE		1,048	994	(54)	

Reasons for Significant Variations

- The £66,000 underspend within City Surveyors is due to the re-phasing of the additional works programme over its 3 year life (expenditure has been planned for later years).
- The £50,000 increase in transfer from reserve is mainly due to the shortfall in income at the Nursery, this was due to reductions in the requirement for floral provision by the Remembrancer, and the amount of bedding that clients have ordered from the Nursery, most notably cut backs at City Gardens and North London Open Spaces.

Local Risk Carry Forward to 2014/15

- Chief Officers can request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
- Overspends are carried forward in full and are met from the agreed 2015/16 budgets.
- The Director's worse than budget position of £44,000 has been aggregated with budget variations on services overseen by other committees, which produces an

overall better than budget position of £846,000 (Local Risk) of which £437,000 has been submitted for a carry forward as outlined below.

i) £35,000 for the Installation of heat exchange equipment to recycle waste heat at the Cemetery.

ii) The Directorate require £30,000 Specialist consultancy for user questionnaires and analysis which aligns with the Open Spaces Learning Programme as part of Service Based Review, £25,000 for a Business Analyst to undertake work in support of the Sports Programme (part of the SBR), £25,000 for the engagement of a specialist consultant to undertake an options appraisal to consider operating models and market potential for sports provision which is part of the Service Based Review sports programme, and a further £95,000 as a contribution to partly fill a shortfall in the budget which was previously met centrally and currently awaiting the outcome of a CBT funding application.

iii) £32,000 for the engagement of a temporary para-legal Wayleave Officer to update Oracle R12 and secure income as part of the Service Based Review is required by Epping Forest.

iv) Further to a business case £16,000 is required to replace a vehicle for the Hampstead Heath Constabulary, which was ordered during 2014/15 but not supplied before year end.

v) £75,000 is required by Epping Forest for a specialist Tractor/Crane designed to increase productivity of wood chipping and reduce health & safety liabilities from RSI and Hand/Arm vibration. The business case was approved in 2014/15 but the supply is still awaited. A further £40,000 is required for landlord responsibilities to improve wiring, flooring etc ahead of Additional Works Programme investment following a recommendation by Environmental Health (L.B.Waltham Forest).

vi) £24,000 is required by Queens Park for new play equipment partly funded by community donations.

vii) £40,000 is required by West Ham Park for an 'invest to save' project as part of the Service Based Review to undertake improvements to vacant lodges to bring them up to a suitable standard for letting. Combined income will off-set carry forward after 2 years and aligns with the Corporate Asset Realisation Programme.

Dr Peter Kane
Chamberlain

Sue Ireland
Director of Open Spaces

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Appendix A

	£000
Original Local Risk Budget (Director of Open Spaces & City Surveyor)	987
Director of Open Spaces	
Employees – The reduction is mainly associated with gardeners and temp agency staff.	(54)
Premises – This rise is due to a requirement in minor improvements work.	18
Supplies & Services – The majority of this increase relates to Consultancy fees at the Nursery.	34
Third Party Payments – This rise is within Private Contractors (Transport and Machinery)	19
Reduction in contributions is due to a reduction in income for Horticultural Work training.	6
Increase in transfer from reserve is due to the continuing under achievement of the Nursery.	(15)
City Surveyor	
The £205,000 decrease in City Surveyors is due to re-phasing of the Additional Works Programme as the 2014/15 original includes the full value of the 2014/15 programme which is then smoothed out for revised estimates.	(205)
Final Agreed Local Risk Budget (Director of Open Spaces & City Surveyor)	790

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Committee(s)	Dated:
West Ham Park Committee	27 July 2015
Subject: Review of Lodge Allocation at West Ham Park	Public
Report of: Director of Open Spaces	For Decision

Summary

The Open Spaces Department requires employees in certain roles to reside in residential accommodation on site for the better performance of their duties and to provide an out-of-hours callout service. West Ham Park has 10 such properties. Due to historic reasons, not all lodges were allocated in accordance with the best fit for the service and it is desirable to rectify this situation for the future. The simplest way to achieve this is through natural turnover, as staff retire or leave the organisation. The allocation model identifies that only 8 lodges are required to fulfil a fair but fit-for-purpose callout rota.

By relocating some staff, it is possible to free up 2 neighbouring lodges that are self-contained, in that they can be easily separated from the Park and nursery complex, and have direct access to the main road. It is recommended that these lodges be redecorated and let to the open market as residential accommodation in order to generate income that will contribute to a sustainable future for West Ham Park.

Recommendations

Members are asked to:

- Agree the revised model for lodge residency, recognising that this will be implemented over time through natural turnover of staff;
- Agree that 240 and 242 Upton Lane, identified as surplus to service need, be let to the open market as residential accommodation on the best terms that can reasonably be obtained;
- Delegate authority to the Director of Open Spaces, Comptroller & City Solicitor and the City Surveyor to undertake the necessary works to render the properties suitable for letting, to agree appropriate terms and management arrangements, and to complete the necessary documentation;
- Agree that officers report back to a future meeting of this Committee to advise Members of the letting arrangements agreed under Recommendation 3 above.

Main Report

Background

1. Across the Open Spaces department there are a number of residential properties in which staff are required to reside for the better performance of their duties. In general, these properties are allocated to specific roles based upon a requirement to work a call-out rota or to be otherwise available outside normal office hours.
2. There are a number of benefits to the organisation of having staff living on site, including:
 - Dedicated on site staff presence 24 hours a day, providing added security of City assets;
 - A first point of contact in emergencies or for urgent works, allowing emergency services to access enclosed sites outside of normal working hours;
 - On site presence by members of the management team during weekends;
 - The ability to respond to callouts quickly and effectively;
 - The ability to call on off-duty staff as an additional resource to assist an individual or team in the event of a major incident during opening hours.
3. In exceptional circumstances, the Superintendent may grant permission for employees applying for residential posts the right to reside in their own private accommodation off-site should they prefer, subject to the following criteria being met:
 - the member of staff is prepared to continue being part of the callout cascade for a handover period and beyond if deemed necessary, and prepared to travel to the site in an emergency situation;
 - the employee does not move more than 20 minutes normal travelling distance from the site;
 - the number of residential staff in service accommodation does not fall below the number specified in the site criteria.
4. West Ham Park is enclosed on all sides by a perimeter fence with gates which are locked at dusk. Outside of normal working hours, calls go through to an out-of-hours call-handling service and are relayed to the duty keepers according to the rota with which the service company has been provided.

Current Position

5. West Ham Park contains 10 residential lodges; 8 within the park and 2 within the nursery complex (see Appendix 1 for a map showing their locations). For Health & Safety reasons, a minimum of 2 people are required to be on call at any one time and, in order for the rota to be fair and not overly onerous, it is considered

reasonable that relevant staff are not on call more than 1 week in 4. It is therefore necessary to have 8 staff residing on site in order to fulfil the rota.

6. The keepers are split into 2 teams that work 4 days on and 4 days off in order to staff the park 365 days a year. It is not considered desirable or practical to have staff regularly covering the call-out rota on their days off; therefore it is preferable to have a balance of keepers from both teams to be resident on site. The gardening team work Monday to Friday and their roles do not require them to reside in a lodge.
7. Historically, it was considered undesirable to have lodges standing empty for too long. A local policy led to one lodge being allocated to a member of staff in a post that was not previously considered residential, although appropriate additional responsibilities were added to the role as a result. This staff member has recently retired, providing an opportunity to review the allocation of lodges and move towards a more consistent model for the future.
8. There are currently 7 lodges occupied by staff, two are vacant and one is being used as an office/mess room for the nursery team. They are allocated as follows:

• East Lodge	Park Manager
• Park Cottage	Keeper- Team 1
• South Lodge	Keeper - Team 2
• 1 Linden Cottages	Team Leader - Team 1
• 2 Linden Cottages	Vacant
• 1 Margery Cottages	Keeper Team 2
• 2 Margery Cottages	Nursery Supervisor
• 240 Upton Lane	Keeper – Team 1
• 242 Upton Lane	Nursery Office and Staff Room
• Portway Lodge	Vacant

9. The Team Leader of keeping Team 2, formerly a resident on site, has in the past been permitted to move to private accommodation away from site, although this role ideally falls within the residential category.

Proposals

10. Ideally, the 8 residential posts required to cover the callout rota would be the Park Manager, the Nursery Supervisor, the 2 keeping Team Leaders and 2 staff from each of their respective teams. There is no intention at this point to move towards this allocation model other than by natural turnover of staff. Until this can be achieved, a suitable interim model can be implemented without impacting adversely on any team member, or the service.
11. Portway lodge is vacant and conversations are ongoing with Team 2 to identify a member of staff to reside in this lodge. This would result in three members of Team 1 and three members of Team 2 residing on site, providing balance to the call-out rota. Along with the Park Manager and Nursery Supervisor, this provides

the 8 staff (including 3 members of the Section's management team) necessary to fill the rota.

12. This would leave 2 lodges surplus to service need, thereby creating a potential opportunity for leasing. As things currently stand that opportunity cannot be fully realised as, aside from any other restrictions, one of the vacant properties sits within the physical confines of the Park.
13. The Nursery team consists of 3 members of staff; 2 full time posts (1 permanent and 1 fixed-term contract) and one summer casual. They currently use 242 Upton Lane as an office and mess room. This is an inefficient use of the property as much of the building is not utilised. It is proposed that this team relocate to the main mess room, using a desk in the Superintendent's office for computer access, printing and administration.
14. It is further proposed that the occupier of 240 Upton Lane relocates to 2 Linden Cottages. Informal discussions have been held with the employee and they are willing to accommodate the move.
15. This would result in two neighbouring properties, 240 and 242 Upton Lane, becoming vacant. It is proposed that these properties be let on appropriate terms, in order to provide a sustainable income stream towards the upkeep of the Park.

Corporate & Strategic Implications

16. Identifying surplus property and seeking to find alternative uses is in line with the 'Lodges and Operations property review' programme identified in the Open Spaces Business Plan 2015/16-17/18. This programme is one of the strands that will help to deliver the departmental objective of embedding financial sustainability across our activities.
17. The Open Spaces department has set up a number of boards to review the services that it provides and the income that it generates in order to help oversee the delivery of £2.2m savings identified for the Department as part of the Corporate Service Based Review. The potential to generate additional income from surplus property is being looked at across the Department as part of the Lodges Programme. In this instance, the additional income generated will be a welcome contribution towards the maintenance and future enhancement of West Ham Park.
18. The proposed changes meet with City Surveyor's DSA1 Strategic Asset Management plan: To develop and add value to the strategic management of the City of London's corporate and investment property assets; and in accordance with the Corporate Property Asset Management Strategy SO5: Opportunities to maximise income generation will be explored and promoted where feasible.

Implications

19. **Financial Implications:** relocating the nursery team will reduce overheads and maintenance costs associated with housing them at 242 Upton Lane. Utilising the vacant lodges in a different way has the potential to generate additional income which would contribute towards the savings identified through the Service Based Review.
20. In order to offset the inconvenience of moving house from one side of the Park to another, it is proposed that reasonable relocation costs are made available to the current resident of 240 Upton Lane, using the "Relocation Assistance on Appointment Lodging, Travelling and Disturbance Scheme" within the Employee Handbook as a guide.
21. A certain amount of redecorating of 240 and 242 Upton Lane is to be expected in order to render them suitable for letting. Other adaptations may be required. A carry forward of £40,000 from 2014/15 financial year has been requested, in order to cover these works. Any unspent funds will be returned to the Chamberlain.
22. As stated above, an employee from Keeper Team 2 is being sought to reside in Portway lodge (subject to consultation), in order to provide balance between the number of staff from both keeping teams living on site. The move from a non-residential grade to a residential one will result in a reduction in take home salary for that employee. However this will be offset by reduced living and travel costs. The reduction in salary will represent a small saving for the Park's local risk budget.
23. **Property implications:** As both 240 and 242 Upton Lane are self-contained and have direct access from the street (rather than having to enter through the park as with the majority of the other lodges) they have potential to be let on the open market. Initial on-line research suggests that the properties could deliver £1,600 - £1,800 per month in rental income. Suitable arrangements would also need to be agreed between the Open Spaces Department and The City Surveyor with regard to servicing the properties and ongoing maintenance.
24. **Legal Implications:** 240 and 242 Upton Lane are not located within West Ham Park itself, but on adjoining land constituting investment permanent endowment, which can be used to generate income for the West Ham Park charity. In accordance with the conveyance of West Ham Park to the City dated 20 July 1874, which is the principal governing document of the Charity, these properties can be let for terms of up to 99 years, provided that the rent is applied towards the expense of managing and maintaining West Ham Park.
25. Under the general provisions of Part 7 of the Charities Act 2011, Members must be satisfied, having taken appropriate advice, that the terms of any lease are the best that can reasonably be obtained. For a lease of more than 7 years, the advice must be in writing, and from a qualified surveyor. The proposed lease must also be advertised, unless the surveyor advises otherwise. See also the additional legal implications in Appendix 2 (non-public).

26. Human Resources Implications: As it is not intended at the present time to move towards the new allocation model other than through natural turnover of staff over time, detailed consultation with staff and union representatives is not considered necessary.

Conclusion

27. Staff employed in certain roles are required to reside in the Park as part of their terms and conditions of employment, which includes providing an out-of-hours callout service in case of emergency. The allocation model set out in the report identifies that, of the 10 lodges in West Ham Park, 8 are required to fulfil the needs of the service.

28. The remaining 2 lodges offer an opportunity to identify an income for the future maintenance and enhancement of the Park. By relocating one residential employee and freeing-up another lodge being used as temporary office accommodation, 2 self-contained lodges (240 and 242 Upton Lane) could potentially be let on the open market to provide an income stream for the Park.

29. At a time when officers are tasked with identifying savings and generating more income, opportunities such as this one should be maximised in order to help contribute to the corporate Service Based Review.

Appendices

- Appendix 1 – Map of West Ham Park showing the residential properties
- Appendix 2 – Additional legal implications (non-public)

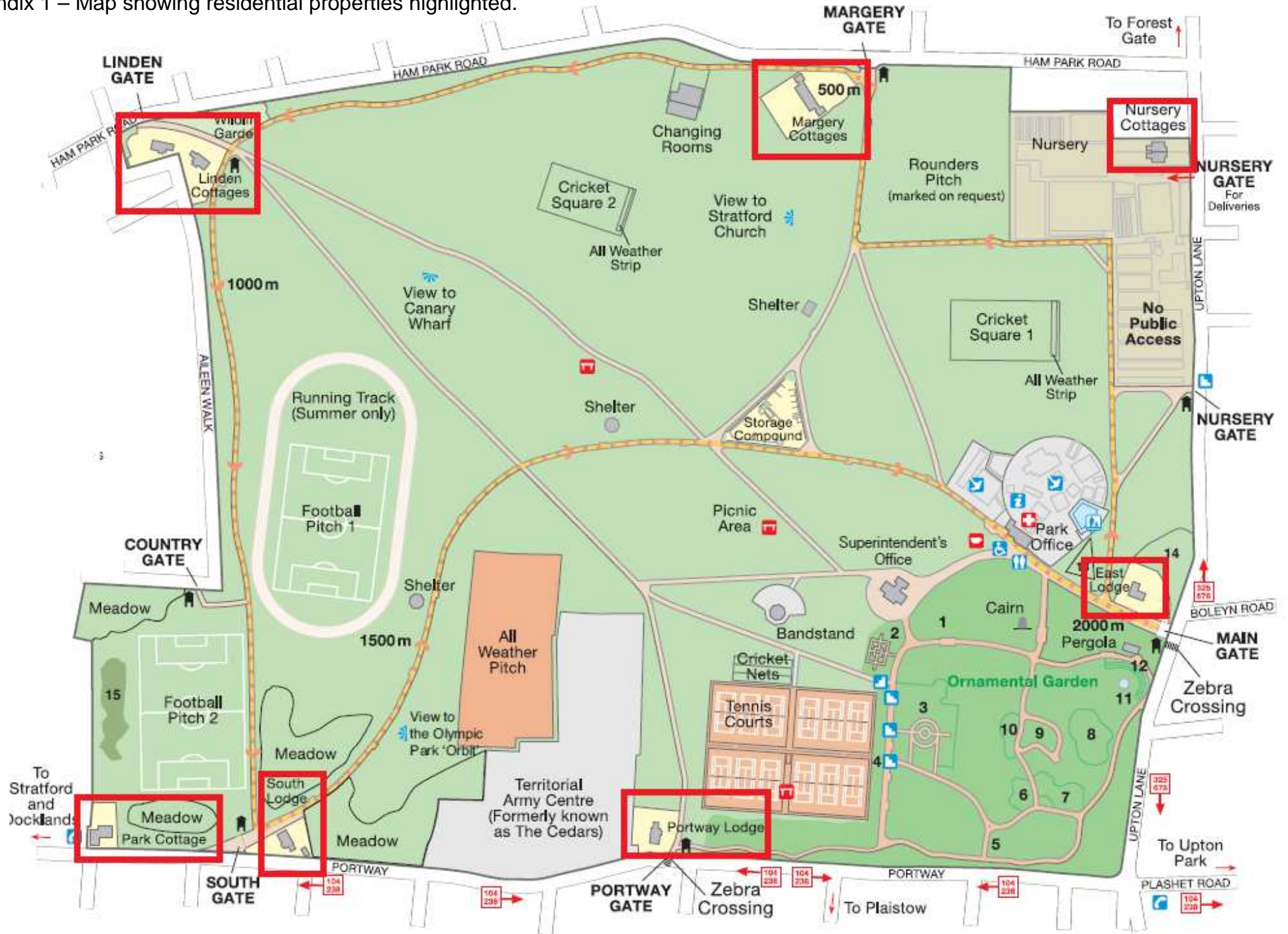
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Appendix 1 – Map showing residential properties highlighted.



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