



West Ham Park Committee

Date: MONDAY, 5 DECEMBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL

Members: Graeme Smith (Chairman)
Alderman Ian Luder (Deputy Chairman)
Wendy Mead
Barbara Newman
Justin Meath-Baker)
Michael Welbank (Chief Commoner)
Robert Cazenove
Catherine Bickmore
Richard Gurney
Councillor Bryan Collier
Councillor Joy Laguda
The Rev. Stennett Kirby
Alderman Robert Howard
Deputy John Barker
Jeremy Simons

Enquiries: Natasha Dogra 0207 332 1434
natasha.dogra@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club at 1pm.
N.B. Part of this meeting may be the subject of audio visual recording.**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**
3. **MINUTES**
To agree the minutes of the previous meeting.
For Decision
(Pages 1 - 4)
4. **SUPERINTENDENT'S UPDATE**
Report of the Superintendent.
For Information
(Pages 5 - 14)
5. **WEST HAM PARK NURSERY - PROJECT UPDATE REPORT**
Report of the Director of Open Spaces.
For Decision
(Pages 15 - 18)
6. **BATS IN TREES POLICY**
Report of the Director of Open Spaces.
For Information
(Pages 19 - 34)
7. **OPEN SPACES, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**
Report of the Director of Open Spaces.
For Decision
(Pages 35 - 62)
8. **FEES AND CHARGES 2017/18**
Report of the Director of Open Spaces.
For Decision
(Pages 63 - 74)
9. **REVENUE & CAPITAL BUDGETS - 2016/17 & 2017/18**
Joint report of the Director of Open Spaces and Chamberlain.
For Decision
(Pages 75 - 90)
10. **WEST HAM PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016**
Joint report of the Director of Open Spaces and Chamberlain.
For Decision
(Pages 91 - 118)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

WEST HAM PARK COMMITTEE
Monday, 18 July 2016

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms
 - Second Floor West Wing, Guildhall on Monday, 18 July 2016 at 1.45 pm

Present

Members:

Wendy Mead
 Barbara Newman
 Graeme Smith (Chairman)
 Robert Cazenove
 Richard Gurney
 Councillor Bryan Collier MBE
 Councillor Joy Laguda MBE
 Deputy John Barker
 Jeremy Simons

Officers:

Esther Summer	- Open Spaces Business Manager
Alison Elam	- Group Accountant, Chamberlain's Department
Sue Ireland	- Director of Open Spaces
Natasha Dogra	- Town Clerk's Department
Martin Rodman	- Superintendent, Parks and Gardens
Alison Hurley	- City Surveyor's Department

1. APOLOGIES

Apologies were received from Alderman Luder, Alderman Howard, Mr Welbank and Ms Bickmore.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations of interest.

3. THE ORDER OF THE COURT OF COMMON COUNCIL

Resolved – that the Order of the Court of Common Council be received.

4. ELECTION OF CHAIRMAN

The Committee proceeded to elect a Chairman in accordance with Standing Order 29. The Town Clerk read out a list of Member's eligible to stand and Graeme Smith, being the only Member to express his willingness to serve, was declared the duly elected Chairman of the Committee for the ensuing year. The Chairman conveyed his thanks to the outgoing Chairman, Alderman Ian Luder, for his constant support.

5. ELECTION OF DEPUTY CHAIRMAN

The Committee were advised that Alderman Ian Luder wished to exercise his right as outgoing Chairman to serve for one year as the Deputy Chairman of the Committee.

RESOLVED – that Alderman Luder be appointed to serve as Deputy Chairman for the ensuing year.

6. **MINUTES**

Resolved – that the minutes of the previous meeting be agreed as an accurate record.

West Ham Park Nursery Review

In response to a question regarding the timescale for the project, the Committee were informed that an options evaluation exercise would be completed over the following months which would result in an update being submitted to the Committee later in the year.

7. **SUPERINTENDENTS UPDATE**

The Committee noted an update to on management and operational activities at West Ham Park since April 2016. Members noted that a very successful “Give It A Go” event was held on 17th July in the park to celebrate the opening of the tennis courts and to promote healthy lifestyles. A total of 300 people used the courts throughout the course of the day. The Chairman thanked Officers for their hard work and the Committee agreed that the possibility of holding this event annually should be explored.

Resolved – that the update be noted.

8. **OPEN SPACES DEPARTMENT, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**

Members were provided with an update on the management of risks faced by the Open Spaces Department. The Open Spaces Department had one corporate risk and upon review, has five departmental risks. Members noted that there are eight risks for City Gardens and West Ham Park. In response to a query, Officers agreed to review the indicator numbers and names to ensure the correct indicators were quoted.

Resolved – that Members received the Departmental risk register and approved the Parks and Gardens risk register.

9. **CYCLICAL WORKS PROGRAMME BID 2017/18**

The Committee noted a provisional list of cyclical projects being considered for Open Spaces & City Gardens in 2017/18 under the umbrella of the “cyclical works programme”. The draft cyclical project list for 2017/18 totals approximately £34,000 and would continue the ongoing maintenance of the property and infrastructure assets.

Resolved – that the report be received.

10. **LEASING OF LODGES - UPDATE**

Members were provided with an update on the leasing of 240 and 242 Upton Lane and noted the letting arrangements agreed by Director of Open Spaces, Comptroller & City Solicitor and the City Surveyor.

Members noted that the two lodges at 240 and 242 Upton Lane were identified as surplus to operational needs in July 2015. Following a tender exercise Strutt and Parker were appointed as the agents to lease the properties by the Operational Property Review Board in May 2016. The two lodges are being marketed on the open market for letting on an Assured Shorthold Tenancy basis. The leasing of these two lodges will generate income that will contribute towards achieving a sustainable future for West Ham Park. This is an interim arrangement to produce income and reduce risks of vacant properties whilst the future of the adjoining Nursery is determined.

Resolved – that the report be received.

11. REVENUE OUTTURN 2015-16

The Committee received the report outlining Revenue Outturn in 2015/16. The Director's worse than budget position of £58,000 (Local Risk) is mainly due to a shortfall in income of £54,000 at the Nursery. This overspend has been aggregated with budget variations on services overseen by other committees, which produces an overall better than budget position of £885,000 (Local Risk) across all Open Spaces. A request to carry forward £30,000 of this underspend for West Ham Park will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

Resolved – that the report be received.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

There was no urgent business.

14. 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.

15. MINUTES

Resolved – that the minutes were received as an accurate record.

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

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

The meeting ended at 2.00 pm

Chairman

Contact Officer: Natasha Dogra
natasha.dogra@cityoflondon.gov.uk

Committee	Dated:
West Ham Park	05/12/2016
Subject: Superintendent's Update	Public
Report of: Superintendent of Parks and Gardens	For Information
Report author: Lucy Murphy	

Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since October 2016

Recommendation

Members are asked to:

- Note the report.

Main Report

Budget

1. The expenditure for West Ham Park is in line with budget profiles for this time of year. The nursery will meet its resource base for the 6 months it was trading. The operation is now closed, surplus equipment and machinery is currently being disposed of to raise funds to help offset the deficit in the Nursery Reserve.

Personnel

2. The Park has a full complement of staff. Two new officers associated with the Open Spaces Learning Programme are now based at West Ham Park. The Learning Project Officer is developing the 'Wild East' Project, an outreach programme looking to recruit volunteers who will then deliver wildlife interpretation sessions at West Ham Park and Wanstead Flats. The Learning Officer will be working with 5 schools (within easy walking distance of West Ham Park) each year to develop outdoor learning sessions with the teachers that can be easily replicated in the future.

Property Matters

3. **Nursery Site:** The review of the nursery site is the subject of a separate report to this committee.

Community, Volunteering, Outreach and Events

4. **Volunteers:** The Park has been successful in securing a number of corporate volunteers through the East London Business Alliance (ELBA) this year. In October, 25 volunteers from Lockton came to the park and helped to distribute 10 tonnes of mulch in the ornamental gardens. A bulb planting day was held on the 3 November with a member of the Rotary Club of Newham and the public attending to help to plant bulbs in the new woodland walk area. The Rotary Club of Newham has kindly donated 5,000 bulbs to the park this year, the remainder of which will be planted by local school children.
5. **Wild East Project:** The project held its first event in the park on the 31 October. A modified tricycle, full of wildlife activities specific to West Ham Park was used to interact with local people for the first time. The event coincided with Newham's Heritage Week and a local historian volunteered to lead a walk around the gardens. Nine people braved the fog to join the 'People, Plants and History' walk.
6. **Friends of West Ham Park:** Three of the Friends attended a first aid training course run for West Ham Park staff. The training will allow them to provide additional support at events, reducing the number of park staff required to attend. On the 6 November the Friends ran 'Newham's biggest leaf pile'. The event was attended by over 100 people with many local children getting involved. The Wild East Tricycles were used to connect with 44 individuals. The Friends also led on craft activities which included making Green Man masks and leaf paintings – see images in Appendix 1.
7. The Friends' last event of 2016 will be 'Park in the Dark' on Friday 2 December. This year the Friends will also lead a stargazing activity at the event.

Operational Activities

8. The pine trees that were situated along the western edge of the tennis courts will be moved to new locations in the park using a 'tree spade'. The pine trees can then be left to grow to their full potential rather than being clipped into a hedge shape. Native hedging is being planted around the edge of the courts with the help of local volunteers. Winter maintenance work has been carried out on the cricket pitch and the team has been trialing a new ride-on mower, which will replace two old ride-on machines.
9. The Superintendents update report from October can be found in Appendix 2. The committee was cancelled and the update provided by email to Members.
 - a.
 - b.

Lucy Murphy
West Ham Park Manager

T: 020 8475 7104

E: lucy.murphy@cityoflondon.gov.uk

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Appendix 1: Newham's Biggest Leaf Pile event, Sunday 6th November 2016

Organised by the Friends of West Ham Park and also attended by the Wild East Tricycles, staff and volunteers



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Committee	Dated:
West Ham Park	10/10/2016
Subject: Superintendent's Update October 2016	Public
Report of: Superintendent of Parks and Gardens	For Information
Report author: Lucy Murphy	

Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since July 2016

Recommendation

Members are asked to:

- Note the report.

Main Report

Budget

1. The expenditure for West Ham Park is in line with budget profiles for this time of year. The Nursery business is now closed and buildings have been emptied and services switched off. All summer bedding was delivered, the expected income is likely to be £4k under achieved. Unfortunately there were no requests for floral displays at banquets etc therefore no income has been received. However savings have been made elsewhere within the budget and it is expected that overall the nursery will meet its resource base for the 6 months it was trading.

Personnel

2. The Park has a full complement of staff. As stated above the Nursery has now closed and redundancy procedure for affected staff is now complete.

Operational Activities

3. Over the last three months, the City Gardens team and City Procurement have worked in partnership with the London Boroughs of Islington and Waltham Forest in preparing the specification to tender a new contract for arboricultural maintenance services. The contract, to begin in July 2017, will be a framework contract for five years with an option to extend. The specification is being developed in collaboration with a number of Open Spaces teams. By buying together and in bulk, there will be cost savings and

evidence of achieving value for money. The shared specifications will also incorporate the required sustainability standards and product quality.

4. The tender will be carried out in accordance with EU and UK procurement regulations in a fair and transparent manner and the contract will be awarded following further scrutiny by the Land Management Category Board chaired by the Director of Open Spaces.
5. The new West Ham Park tennis coaches have been trialing different coaching courses for adults and children over the summer. Tennis tournaments at intermediate and advanced level were held in August and September attracting 17-24 people per day.
6. The Football season is now underway, this year only one pitch is being marked due to reduced demand. Two teams are playing league matches at weekends and additional adults and children's teams using the pitch for training and coaching. The second pitch will be rested and renovated over the winter and spring.
7. The park continues to be very popular for cricket. During the summer West Ham Cricket Club held a multi faith festival in the park and distributed 200 black cricket bats to local children (See link to a short video clip of the event <https://vimeo.com/181055989>). The Park Manager has been working closely with Essex County Cricket Board, English Cricket Board (ECB) along with Newham Council and other partners in the borough to increase opportunities for young people to access the sport.
8. **Ornamental gardens:** 2,000 woodland bulbs, perennials and shrubs have been added to a new woodland walk section in the ornamental gardens. The new space which was returned to the gardens (due to the new tennis courts being smaller dimensions) has given a lift to this under-utilised area of the gardens.



9. At London in Bloom the park retained its Silver Gilt award, with encouraging comments made about recent improvements to the rose garden and the plans for other areas of the gardens. The support of the friends group in leading walks and talks on site was also recognised.

10. West Ham Park received an overall band score of 80+ for Green Flag and Green Heritage (an increase from the 70-74 received in 2014). Positive comments were received regarding the recent changes to the ornamental gardens and the link to Dr John Fothergill and the use of the Linden garden as a Forest school base. The judges noted that the management plan is due for updating in 2017 and offers an opportunity to further embed the historical significance of the park into future plans whilst improving and ensuring that the park's features are fit for current use, e.g. signage review to update branding and lower signs so that they are easier to read, also to increase signage to tell the park's story and highlight its importance for wildlife.

Property Matters

11. **240 and 242 Upton Lane:** Both properties have now been leased to tenants who moved in at the end of September.
12. **Nursery Project:** Over the summer the appointed consultants for the nursery project, Lambert Smith and Hampton (LSH), have been carrying out a Planning Appraisal Report to consider the site and the six identified development options in the context of relevant national, regional and local planning policies. They are also formulating proposed scheme options and fixing appropriate values for the various uses. The Park Manager and Superintendent are meeting LSH in mid October to discuss their findings. They will then complete the valuation work. A cost benefit analysis of the various options will be presented to committee in the spring.

Community, Volunteering, Outreach and Events

13. **WHP Friends group:** The friends' group have led two Bat walks in the park. These free events are very popular with the local community, 60 adults and children attended in August and a further 75 joined the walk in September. If they continue to rise in popularity the friends may have to introduce ticketing in order to control the numbers.
14. Future forthcoming events that the friends are holding in the park include:
 - a. 6 November - 'Newham's biggest leaf pile'
 - b. 2 December - 'Park in the Dark' and Stargazing event

Lucy Murphy

West Ham Park Manager

T: 020 8475 7104

E: lucy.murphy@cityoflondon.gov.uk

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Committee	Dated:
West Ham Park Committee	5 Dec 2016
Subject: West Ham Park Nursery – project update report	Public
Report of: Director of Open Spaces	For Decision
Report author: Martin Rodman - Superintendent Parks and Gardens	

Summary

In July 2015 your Committee resolved to cease trading at West Ham Park Nursery. Since that time clients have been informed of the decision, glasshouses and associated buildings decommissioned, lodges let to private tenants and Lambert Smith Hampton appointed as consultants to provide expertise in the field of planning, development and market research in order to evaluate potential options for the Nursery site. This report seeks Members' support for the formation of an Options Review Group to help steer the next stage in the development of the project and inform the upcoming Gateway 3/4 options appraisal report.

Recommendations

Members are asked to:

- Note the progress made on the Nursery project to date;
- Agree to the formation and composition of an Options Review Group to consider the options appraisal for the future use of the Nursery site to help inform the Options Appraisal Report that will be brought to committee in spring 2017;
- Nominate two members of your Committee appointed by the heir-at-law of the late John Gurney to attend the Options Review Group.

Main Report

Background

1. The 2.69 acres of West Ham Park Nursery sit in the north east corner of West Ham Park. In July 2015 your Committee approved the proposal to cease trading at the Nursery. Nursery clients were immediately given notice of cessation of trading. A Nursery Project Board was formed with officers from Open Spaces, City Surveyor's, Comptroller & City Solicitor's, Remembrancer's and Chamberlain's departments.

Current Position

2. The Superintendent of Parks and Gardens has been negotiating with officers from the Royal Parks in order to agree terms to exit the contract to grow their annual bedding plants.
3. Two members of staff were directly affected by the Nursery closure. One was employed under a fixed term contract, which was aligned to terminate at cessation of trading. One permanent employee chose not to undergo redeployment and so redundancy negotiations were commenced. This post terminated in September 2016.
4. The nursery glasshouses and other outbuildings have been decommissioned with surplus equipment and machinery being disposed of to raise funds to help reduce the deficit in the Nursery Reserve. All utilities have been closed down and a vacant building inspection regime implemented in consultation with the City Surveyor's Facilities Manager and the Health and Safety Property Manager.
5. The former nursery office and neighbouring residential lodge at 240 and 242 Upton Lane were vacated and renovated, and have been leased to private tenants through a property management company.
6. In July 2016 Lambert Smith Hampton (LSH) were appointed to act as the City's consultants to provide expertise in the field of planning, development and market research in order to evaluate potential options for the Nursery site. They have completed a Planning Appraisal and have submitted the first draft of an Options Appraisal Report for the future use of the nursery site, which is currently being reviewed by officers.

Proposals

7. The options appraisal considers six different outline options and contains detailed information which will need to be carefully considered and evaluated. In order to allow for this dialogue to take place it is proposed that an Options Review Group be formed. The role of this group would be to review the Options Appraisal report in the capacity of a 'critical friend', ensuring that the report findings are evidence-based and providing challenge where appropriate. The comments and feedback from this meeting will then help inform a report that would be brought to West Ham Park Committee in early 2017 for decision, ahead of onward journey through the projects procedure gateways. Given the impact that this decision will have on the future of West Ham Park, such input at this stage is felt to be beneficial.
8. It is proposed that the group comprise of the following representatives:
 - a. Chairman, West Ham Park Committee (Chair)
 - b. Two members of the West Ham Park Committee appointed by the heir-at-law of the late John Gurney
 - c. Superintendent of Parks and Gardens
 - d. A Councillor from the London Borough of Newham

- e. West Ham Park Manager
 - f. Consultants from Lambert Smith Hampton
 - g. A representative from the Friends of West Ham Park
 - h. Head of Commissioning – Leisure and Sport (London Borough of Newham)
 - i. Officers from the City Surveyor's Department
 - j. West Ham Park staff representative
9. The group will be supported by advisors on specialist aspects (such as sport, schools, cafés, and biodiversity).

Corporate & Strategic Implications

10. The Nursery review project forms part of the departmental Service Based Review, and should be considered in that context. The Open Spaces Department has identified £2.2m savings by 2017/18 financial year. Although the Nursery service contributed positively to enhancing West Ham Park, it did not contribute directly to the objects of the West Ham Park Charity, nor did it meet the Department's core aims.
11. The project also aligns with the Corporate Property Review, and is identified in the Open Spaces Departmental Business Plan 2016-19.

Implications

12. Financial, legal, reputational and other implications will be included in the options appraisal report to follow.

Conclusion

13. A number of key milestones have been achieved since the decision was taken to cease trading at the nursery in 2015. A draft options appraisal report from appointed consultants LSH was received in late November. Due to the level of detail contained in the report and the significance that this decision will have for the future of the park, it is proposed that an Options Review Group be formed, the views of which will help inform a report to this committee for decision in spring 2017.

Appendices

- None

Background Papers

- Committee Report - West Ham Park Nursery Service Review, 27 July 2015

Martin Rodman

Superintendent of Parks & Gardens

T: 020 7374 4152

E: martin.rodman@cityoflondon.gov.uk

Committees	Dated:
Open Spaces & City Gardens – For decision West Ham Park – For Information Epping Forest & Commons – For Information Hampstead Heath, Highgate Wood & Queen’s Park – For Information	5 December 2016 5 December 2016 16 January 2017 30 January 2017
Subject: Bats in Trees Policy	Public
Report of: Sue Ireland – Director of Open Spaces	For Decision
Report author: Martin Rodman – Superintendent of Parks & Gardens	

Summary

Some 64% of the City Corporation’s Open Spaces are comprised of woodland or wood pasture, which are ideal habitats for bats. Although each Open Spaces division manages its tree stock in a way that maximises biodiversity and protects native fauna through local procedures, there is currently no overarching departmental policy to ensure consistency of approach to the management of work around bat roosts. Causing harm to bats or damaging their roosts (even accidentally), is a criminal offence.

Officers have worked with a specialist consultant to produce a departmental Policy which, when implemented, will help minimise the risk of causing harm to bats.

Recommendations

Members are asked to:

- Approve the Bats in Trees Policy for adoption by the Open Spaces Department;
- Agree that the Bats in Trees Policy be shared with other relevant departments in order to ensure a consistent approach to management across the City Corporation.

Main Report

Background

1. The City of London Corporation (CoL) owns and manages approximately 11,000 acres of green space, managed by its Open Spaces Department. This includes

approximately 7,080 acres of trees (64% of total open space), ranging from stands of historic woodland and wood pasture, to garden and street trees.

2. Trees provide important roosting sites for bats but are very difficult to survey. Because of the nature of the CoL estate, the organisation is responsible for large numbers of veteran trees which, by their nature, require extensive works to maintain. As these trees also provide excellent opportunities for bat roosts, there is the potential for the two to conflict and unwittingly destroy roosts.

Current Position

3. With the merger of Ashted Common and Burnham Beeches into the same division, it became apparent that bat surveys prior to tree work were being carried out in different ways. Further enquiries found that this also differed with work done at other divisions.
4. Although there are clear operational differences between each of the Open Spaces divisions, it was felt that an overarching policy would be beneficial in ensuring that legal requirements are followed.
5. The Bats in Trees Policy (attached at Appendix 1) aims to ensure a consistent approach, while leaving scope for each division to adapt to their individual circumstances. It should be viewed as equivalent to the Tree Safety policy (adopted July 2014) both in terms legal compliance and operational consistency. Like Tree Safety, it is essential that the organisation can demonstrate that it has a clear policy in place, that procedures are carried out, and that there is documentation in place to demonstrate that procedures have been followed.
6. It is worth noting that virtually all prosecutions relating to bats so far have involved local authorities. However, The City is extremely unusual in that the majority of work carried out on trees is for conservation reasons, which serves to enhance the conditions favourable to bats.
7. An independent consultant with extensive experience of bats and trees has been involved in this process and has approved the draft policy which is felt to be appropriate to the City's situation and needs.

Proposals

8. Subject to your Committee's approval, it is proposed that the Open Spaces Department adopts the Bats in Trees Policy immediately, and that officers implement the actions outlined therein.
9. Furthermore, it is proposed to share these documents with other departments that also have a responsibility for managing trees on City Corporation land, for example Community & Children's Services, City Surveyors, and the City of London Freeman's School.

Corporate & Strategic Implications

10. A policy that ensures the protection and preservation of native species on our sites links directly to the Open Spaces Business Plan 2016-19, Departmental Objective OSD1: *Protect and conserve the ecology, biodiversity and heritage of our sites.*

Implications

11. Legal Implications – All bats in the UK are protected by law, and so are their roosts. The legislation protecting bat species, and the penalties for failing to abide by it, are set out on pages 2 and 3 of Appendix 1.

Conclusion

12. A consistent, co-ordinated approach to the management of bat habitats across all City open spaces is important in order to protect vulnerable species, protect staff from the risk of prosecution, and to protect the City Corporation's reputation.

13. By adopting the proposed Bats in Trees Policy and implementing the measures laid out therein, officers will help reduce the risk of harm to bats and their roosts to an absolute minimum.

Appendices

- Appendix 1 – Bats in Trees Policy

Martin Rodman

Superintendent of Parks & Gardens

T: 020 7374 4127

E: martin.rodman@cityoflondon.gov.uk

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City of London Corporation

Open Spaces

Bats in Trees Policy

Policy owner:	Andy Froud - Epping Forest Biodiversity Officer
Version:	1.0
Date issued:	October 2016
Next policy review:	October 2017

Management sign off

OS Senior Leadership Team	3 October 2016
Open Spaces & City Gardens Committee	

AMENDMENT HISTORY

Version	Date	Page Numbers	Signature



Introduction & Background

Throughout Europe especially in the last century it has been observed that bat populations and ranges have undergone significant declines. These declines have led to bats becoming listed as European Protected Species. Protection afforded to bats and their roosts are governed by strict laws. Trees and woodlands are a vital habitat for the life cycles of all UK bat species. Therefore, woodland and tree management could have significant impacts upon the population.

The City of London owns and manages almost 4,500 hectares (11,000 acres) of open spaces for public recreation, health and enjoyment. These open spaces are located in and around Greater London which support a diversity of habitats and biodiversity. This diversity of habitats also includes ancient woodland and trees found at Burnham Beeches, Ashted, Highgate Woods, Hampstead Heath and Epping Forest which together support the largest assemblage of ancient pollarded trees within the UK. Tree and woodland management forms a significant proportion of habitat management within the open spaces. Unlike development sites or forestry operations where habitats may be permanently lost or drastically changed, tree and woodland management within the open spaces is largely undertaken to conserve and enhance habitats for the benefit of biodiversity including bats.

This guidance note aims to inform those who are involved in planning and undertaking tree work where European Protected Species (bats) maybe encountered, on how to conserve the UK's bat population and reduce the risk of an offence being committed. It explains the current legislation, the importance of demonstrating good working practices, appropriate levels of survey effort, when to involve an experienced bat ecologist, emergency tree operations, health and safety when handling bats and contacts. **Section 1** takes into account individual trees and **Section 2** woodland or groups of trees.

This guidance note should **not** be referred to in isolation. The information found within this guidance note has been drawn from the guidance documents listed below with which those undertaking bat roost surveys should familiarise themselves with.

NOTE 1: It should be noted very early on that this document and the 3 documents listed below are **guidance notes** only; there is not a “one size fits all” survey method approach. Survey design and the amount of survey effort required will be determined by the potential impact of the works, individual sites/situations and surveyor(s) judgement (see Section 1)

- *Bat Surveys for Professional Ecologists – Good Practice Guidelines - 3rd edition - Bat Conservation Trust*
- *Bat Tree Habitat Key – 2nd edition – Henry Andrews*
- *BS 8596:2015 - Surveying for bats in trees and woodland. Guide - British Standards Institution*

Summary of legislation for England

In England, Scotland and Wales the laws protecting bats are considerably stricter than they are for most other animals. In England, the main legislation affording protection derives from the Conservation of Habitats and Species Regulations 2010 (as amended) and the Wildlife and Countryside Act 1981 (as amended). Under the Conservation of Habitats and Species Regulations 2010 all UK bat species are afforded stricter protection as European Protected Species (EPS).

Offences under the Wildlife and Countryside Act 1981 (as amended):

- The intentional or reckless disturbance of a bat while it is occupying a structure or place it uses for shelter or protection (a roost)
- To intentionally or recklessly obstruct access to a roost.
- To sell, possess, offer or transport for sale a live, dead or any part of a bat.

Offences under the Conservation of Habitats and Species Regulations 2010 (as amended):

- Deliberately capture, kill or injure a bat.
- Deliberately disturb bats, in particular in a way likely to (a) impair their ability to survive, breed or nurture their young, or (b) significantly affect the local distribution or abundance of the species. This applies to anywhere (roosts, near roosts, foraging areas, flight corridors).
- Damage or destruction of a roost whether bats are present or not.
- To keep, transport, sell, exchange or offer for sale a live, dead or any part of a bat.

It is very important to note that damage or destruction of a roost is a strict liability offence under the Conservation of Habitats and Species Regulations 2010. Therefore, anyone who commits this offence even by accident is potentially open to prosecution. It is important to remember that it is not just the City of London that can be prosecuted but also individual officers, and their managers, in appropriate circumstances. A roost is defined as any place that a wild bat uses for shelter or protection, and the roost is protected **at all times** whether bats are **present or not**.

Offences are dealt with by the criminal justice system. Those found guilty of offences relating to bats are liable, on summary conviction, to six month's imprisonment and/or an unlimited fine.

It is strongly advised that the survey protocols set out within this document are followed to reduce the likelihood of an offence being inadvertently committed when tree management operations are planned.

Section 1: Surveying individual trees

1.1: Good Working Practices

Surveying trees and woodlands for bat roosts is an extremely difficult and time-consuming operation. Even though individual detailed tree surveys prior to works may have been carried out, it is still possible that a bat roost might be encountered during tree operations, which may inadvertently lead to one or more offences being committed. Therefore, it is vitally important that officers can demonstrate that good working guidelines had been followed and that reasonable steps had been taken to avoid unlawful acts. Such an approach is likely to reduce the probability of a prosecution being pursued, improve the prospects of a successful defence, in appropriate cases, and may be viewed as mitigation even if there is a conviction. Therefore, a robust survey assessment of bat roost potential should form a routine component of any pre-tree work operations. **Good working practices** should begin at the planning stage of any tree working operations, all the way through to a robust filing protocol.

Table 1: Decision tree for European Protected Species (bats) to aid planning of tree operations for individual trees. It should be noted that the diagram below presents a simplified version of the decision making process, please refer to the main text of this policy document for further guidance

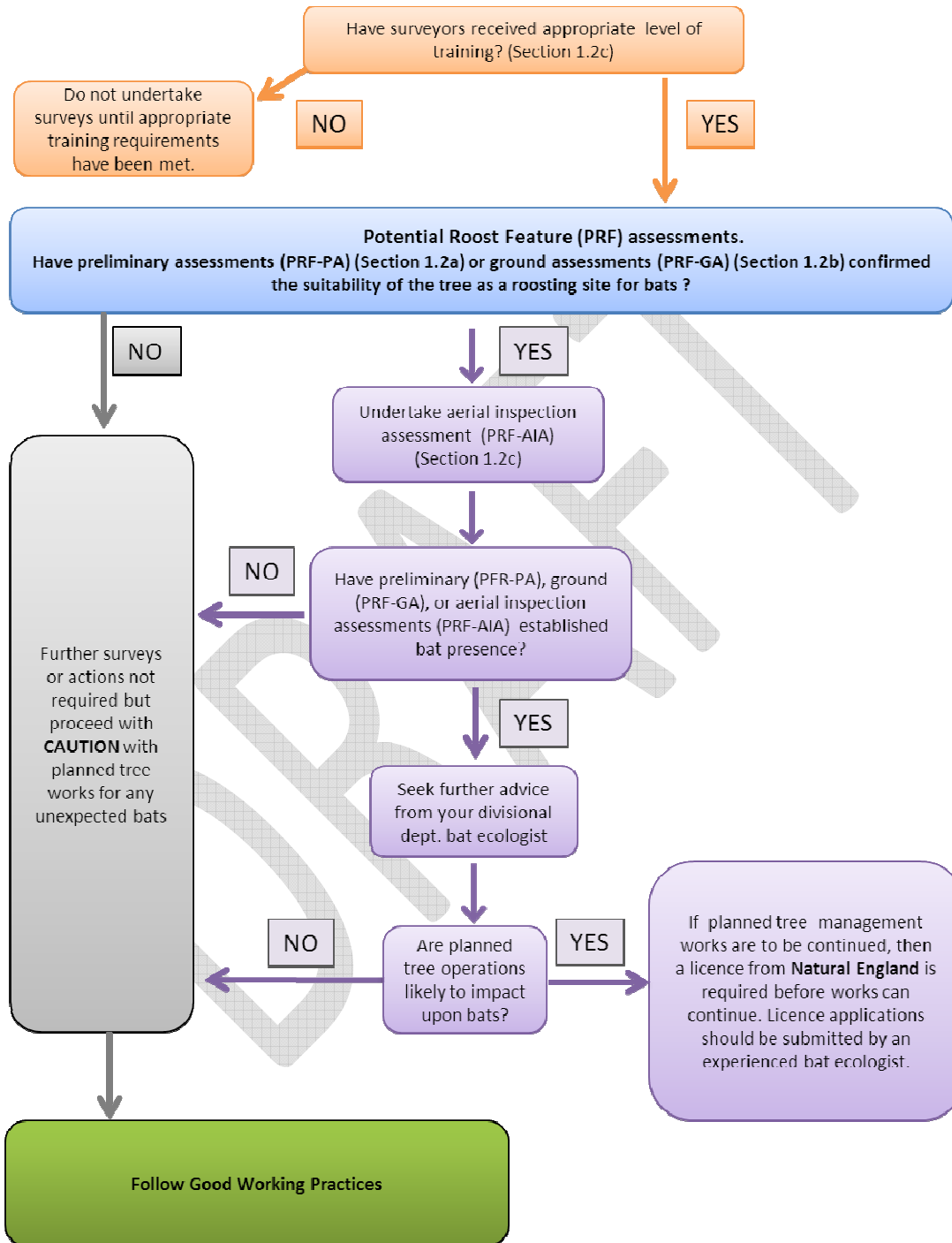


Table 1: illustrates survey protocol when assessing trees for potential bat roost features.

Note 2: It should be noted that the outlined survey protocol is not necessarily a “one size fits all” survey method approach that applies to all trees. Sites, situations and individual trees are all different requiring a different survey approach which can only be determined by the on-site surveyor.

For example;

- undertaking dawn and dusk surveys within dense woodland is unlikely to establish bat roost presence/absence (unless aided by potentially expensive night vision, infrared, thermal imaging equipment) as view is restricted:
- a mature tree with important connectivity to the countryside may require more extensive survey efforts than a tree without connectivity:
- a tree is too dangerous to climb with no MEWP access therefore, inspection surveys not possible but consider dawn/dusk surveys:
- preliminary and ground assessments have determined that planned works are unlikely to impact upon bats therefore, further surveys not required:
- it may be more efficient to survey tree(s) especially if covered in ivy by employing dawn and dusk (section 1.4) methods rather than aerial inspection assessments (section 1.2c).

A bat tree roost assessment survey therefore, has to be site specific. However, in regards to the amount of survey effort that is employed at each tree, **it is very important that a written record is kept of your decision and how that decision was reached** (information obtained). **You are reminded that it remains your responsibility to ensure all actions comply with the law. Such bat roost risk assessment records should be kept as evidence of good working practice for at least 7 years after the event.** If actual roosts are found these should be recorded separately and retained indefinitely. The only survey methods that are constant are the preliminary (PRF-PA) and ground assessments (PRF-GA).

1.2: PRF (Potential Roost Feature) assessments (Methodology)

1.2a: PRF-PA – (Preliminary assessments) (non-specialist)

The aim of the PRF-PA is to collate and review existing bat records/information and site information to determine suitability of site in supporting roosting, commuting and foraging bats.

- Check internal records (such as *Recorder*, staff knowledge, *MapInfo* or *ArcGIS*) for information on known roost locations or species information.
- Contact local bat groups, local natural history groups or biological records centres for bat records. This baseline data gathering can be achieved on an annual basis rather than each time a tree is worked. If there is little or no baseline data for your site, consider approaching local bat groups for their help with survey work.
- Site/habitat information in relation to tree being worked, connectivity of tree to good foraging areas such as water-bodies, woodland. The size of area covered by these assessments will be determined by the potential impact of the proposed work.

Roost surveys for trees should be undertaken in a systematic order with PRF-PA (1.2a) and PRF-GA (1.2b) being the first step, followed by (if judged necessary or practical by the surveyor) PRF-AIA (1.2c) and dawn and dusk surveys (1.4).

1.2b: PRF-GA – (ground assessment) (non-specialist)

The aim of PRF-GA is to undertake a comprehensive visual examination of a tree (young, mature, veteran or ancient) to determine its suitability for roosting bats. This assessment should also take into account the location of the tree and its connectivity to suitable bat foraging and commuting habitat. The assessment should ideally be carried out during the winter months (with binoculars) noting all potential roosting features. Although this survey can be undertaken by an unlicensed non-specialist, it is recommended that surveyors have received basic **bat awareness training** (see Section 1.5). Findings from the ground survey will inform your continued survey method.

Note 3: External guidelines for assessing the suitability of trees and their associated habitat features found during PRF assessments are based on a suitability (negligible – high) category score which are then used to inform further survey decisions. Although, this is very useful, bats do not always follow the rules and turn up in unlikely places including trees judged to be of low potential, requiring no further survey effort. Therefore, for simplicity, if habitat feature(s) within a tree are suitable then assume potential presence. Trees should fall into just two categories –

SOME POTENTIAL or NO POTENTIAL.

Examples Features - (although this is not an exhaustive list) that a bat may utilise within a tree include –

- Woodpecker holes
- Included bark cavities
- Trunk, stem, branch cavities/scars (horizontal & vertical)
- Unions of double leaders/compression forks
- Ends of broken branches
- Cracks/splits (horizontal & vertical) & hazard beams
- Loose/lifting bark/ivy

1.2c: PRF-AIA – aerial inspection assessment (non-specialist & specialist)

There are inherent difficulties with finding bats or evidence of bats within trees compared to buildings. Good indicator signs such as droppings do not persist or are lost within the void/cavity of the tree; there is limited or difficult inspection access and many tree roosting bat species demonstrate roost switching behaviour. **Confirming absence of bat roosts within a tree is extremely difficult. Therefore, it should be assumed before any tree management works are undertaken that a bat roost may very well be present which could be disturbed, damaged or destroyed.**

The aim of the PRF-AIA is to determine the presence/absence of bats and to also categorise the habitat features highlighted from the ground surveys. The purpose of categorising habitat features is to ensure that if additional dawn and dusk surveys are required time is not wasted surveying unsuitable features, also to down or upgrade features found from ground assessment. Generally, a PRF-AIA involves the use of climbing equipment (rope and harness) or MEWP to gain access into the tree for a more detailed inspection.

PRF's are examined closely for evidence of bat usage (see 1.3 below) in the form of droppings, live and dead bats and some other less obvious characteristics. Inspection surveys can be undertaken by unlicensed non-specialists except at **known** roosts.

Unlicensed non-specialists are legally permitted to use torch and endoscope techniques to survey cavities but these methods should only be employed to dismiss PRF's once other techniques have established no evidence of bat usage. Artificial light (torch and endoscope) techniques have the ability of causing disturbance to bats (an offence). Therefore, it is essential that any unlicensed non-specialist receives appropriate training (see Section 1.5) in their use before undertaking any such survey.

If bats or evidence of bats are discovered during an inspection survey by an unlicensed non-specialist, operations should stop immediately and a licenced bat worker/ecologist be informed. Further surveys and subsequent mitigation recommendations and licence application (if tree operations are to continue) should be undertaken by an experienced bat ecologist/specialist

If bats or evidence of bats are discovered during an inspection survey by an unlicensed non-specialist, operations should stop immediately and a licenced bat worker/ecologist informed. Further surveys and subsequent mitigation recommendations and licence application (if tree operations are to continue) should be undertaken by an experienced bat ecologist/specialist.

1.3: Roost indicator signs

As mentioned previously bat roost indicators in trees are difficult to find. Possible indicators to look for are listed in the sub-sections below.

1.3a: Examples of Primary Signs:

- Live and dead bats.
- Bat droppings – Other than observing actual bats, droppings are probably the best indicator to be aware of. They resemble mouse droppings which are extremely hard, unlike bat droppings which when dry, crumble to dust very easily. Droppings can be found in and around the roost entrance or at the base of the cavity. Droppings caught in cobwebs, or on vegetation beneath a roost access point, are as likely to be found.
- Cavities that extend above the opening which appear smooth and free from dust and debris.

1.3b: Example of Occasional signs:

There are a number of additional signs for the surveyor to be aware of but these are very difficult to judge and may only be evident in features supporting a large number of bats.

- Urine stains
- Other staining- Caused by the natural oils in the bats fur.
- Scratch marks
- Audible squeaking

Actual bats and their droppings are the only real conclusive evidence. For further guidance on identifying indicator signs and undertaking surveys read:

- *Bat Surveys for Professional Ecologists – Good Practice Guidelines - 3rd edition - Bat Conservation Trust*
- *Bat Tree Habitat Key – 2nd edition – Henry Andrews*

1.3c: Equipment required when undertaking inspection surveys include:

- MEWP, Arboreal climbing equipment, Ladder
- Small torch, Endoscope
- Small mirror
- Camera (for photographic evidence)
- Thermal and/or infra-red imager
- Specimen pots/tubes for dropping collection (for DNA analysis)

1.4: Dawn and Dusk activity surveys (specialist)

Dawn and dusk activity surveys may be required to provide additional information because, for example:

- no definitive evidence of bat presence has been recorded PRF surveys have not been able to rule out the potential of a feature to support a bat roost;
- OR
- there is restricted access due to health and safety issues relating to climbing the tree or gaining access to the features using a MEWP. (see NOTE 2, page 5).

These surveys should be undertaken, designed or at least led by an appropriately experienced bat ecologist/specialist and should follow the appropriate timings and seasons as described within the *BCT – Good Practice Guidelines – 3rd Edition*.

Note 4: ; It is very important to note that dawn and dusk surveys carried out at any of the Open Spaces Dept.'s sites are only likely to generate useable information if thermal or infra-red imagery techniques are employed. Therefore, the correct equipment would need to be available to make these surveys an effective use of time and resources.

1.5: Training

It is recommended that inexperienced, unlicensed individuals undertaking any stage of the PRF assessments described above attend both of the Bat Conservation Trusts training courses:

- *Arboriculture and bats: Scoping surveys for arborists*
- *Arboriculture and bats: Secondary roost surveys for arborists (including endoscope use)*

1.6: Tree Operations

If PRF assessments (& dawn and dusk if required) have not established bat roosts within the tree, then tree management works can continue but operations should be undertaken with caution in case unexpected bats are discovered. As bats demonstrate roost-switching behaviour it is recommended that planned tree works are undertaken within 48hrs (maximum) of surveys and, ideally, immediately after surveys. For trees with known roosts the licence application process and mitigation report will specify timing of tree works. The length of the licence application process is likely to depend on the complexity of the case. Further guidance can be found at - <https://www.gov.uk/government/collections/bat-licences>

Section 2: Woodland management and groups of trees

Section 2 refers to conservation management of woodlands as City of London-owned open spaces are not subject to the permanent loss of habitats through development.

2.1: (PRF) assessments (Methodology)

Survey methodology/design should follow the same route as an assessment for an individual tree as explained in Section 2 and Table 1. The amount of survey effort employed will be determined by the potential impact of the works, survey findings, surveyor's judgement and individual sites and situations (see note 2 on page 5).

2.2: Additional survey assessments.

Depending on the complexity of the site and the findings from the surveys, additional survey methods may need to be employed. Further guidance on when to employ additional surveys in regards to woodland management can be found in the documents listed at note 1 page 2.

Section 3: Emergency Tree Operations and Protected Species

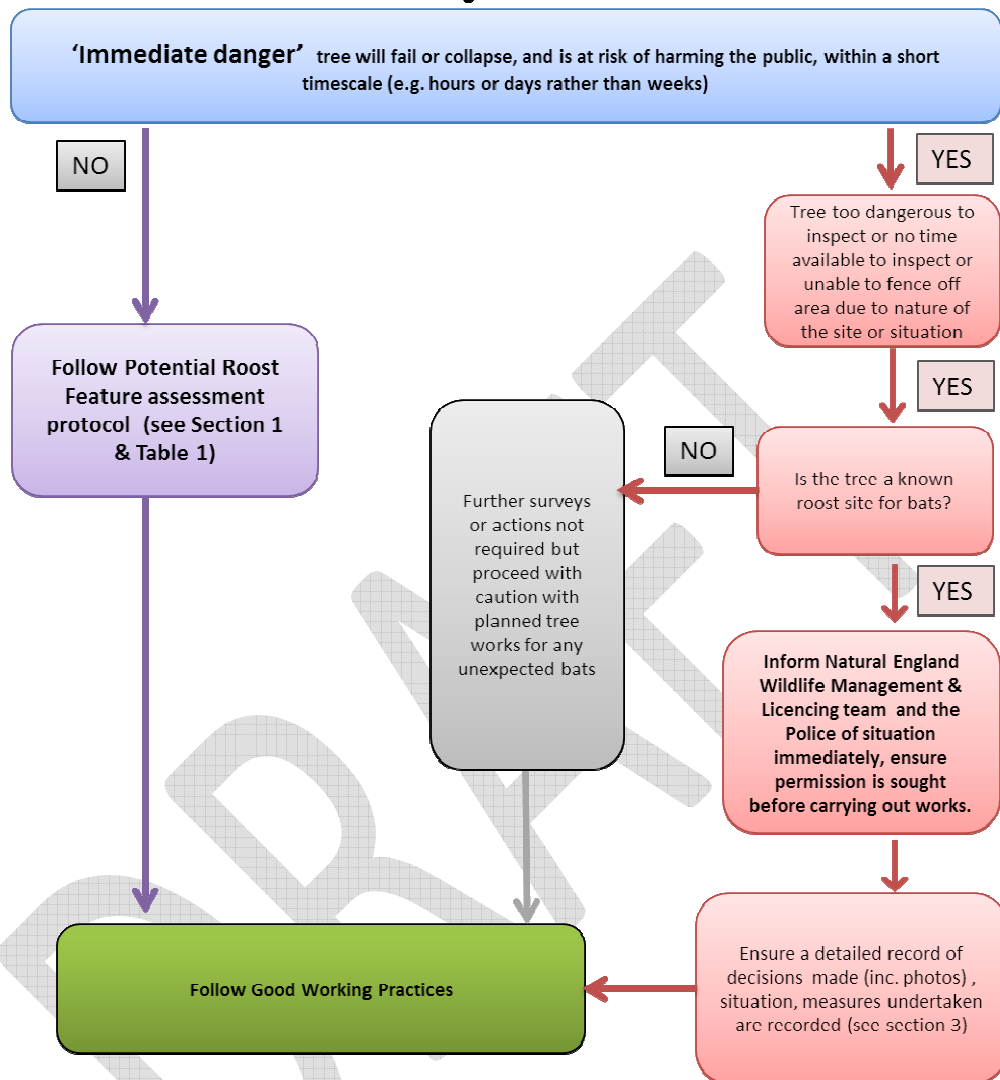
The following guidance has been abstracted from BS 8596:2015 - Surveying for bats in trees and woodland -

“Under normal circumstances a licence from the relevant licensing authority is required if work is intended to take place on a tree which is used as a bat roost, where that work is likely to result in damage to the roost or disturbance to bats. However, unplanned works that need to take place immediately, for public health and safety reasons, might not allow the time required for a licence to be obtained.

Acting without a licence is likely to be justifiable only where there is a serious and immediate threat to public safety and where all other appropriate options (such as fencing and warning signs) cannot resolve the problem satisfactorily. The trees condition should be assessed by an arboriculturist experienced in tree risk assessment. In this situation, if a roost is known or suspected, the relevant SNCO [Natural England for City of London Open Spaces] or a bat specialist should be contacted prior to work commencing and the police informed of the proposed operation. If this is not possible, they should be contacted as soon as possible afterwards. Ideally, a bat worker should be in attendance during the work to provide guidance as necessary. Care should be taken to avoid unnecessary damage to bats and roosts during such tree work operations, and mitigation measures should be implemented where safe to do so”.

‘Immediate danger’ should reasonably be interpreted to mean that the tree will fail or collapse, and is at risk of harming the public, within a short timescale (e.g. hours or days rather than weeks) and thus gives little scope for obtaining a licence. You should expect to have to justify your actions and, if you are unable to do so to the satisfaction of the police, you may face prosecution.

Table 3: Decision tree for European Protected Species (bats) where emergency tree operations (tree safety) are required. Please refer to Section 3 in the main text of this policy document for further guidance



In emergency situations where a known bat roost is involved:

1. Immediately inform Natural England Wildlife Management and Licensing Team (details below) and the police and explain current situation. **Do not under any circumstances proceed without permission/guidance first, unless the nature of the emergency situation does not allow time.**
2. Inform your department's bat specialist or ecologist.
3. Ensure a detailed written record of all your actions, decisions made and why, persons involved/contacted and timelines is made in case you are asked to demonstrate the reasons for actions taken.
4. Ensure photographic evidence is taken before, during and after works.
5. If time allows, ensure a suitably licensed/qualified bat specialist is present to deal with any protected species affected by the operation.

Section 4: Health and Safety

4.1: Handling bats

Some bats in Europe carry a rabies virus called European Bat Lyssavirus (EBLV). This is very rare in UK bats. EBLV is not the classic rabies associated with dogs, but a rabies-like virus. There are two known strains of EBLV: EBLV₁ and EBLV₂. The virus is passed by bite, scratch or the bat's saliva entering a wound or mucus membrane such as eyes or mouth. The risk of contracting the EBLV virus is extremely low but should the need arise to handle a bat, for instance if the bat is on the floor or to remove it from immediate danger, then the person handling the bat should ideally be trained to do so, having also been vaccinated against rabies, and, in doing so, should always be wearing appropriate gloves. If any other individuals need to handle a bat for any reason then expert advice should be obtained before doing so.

See Open Spaces Departmental Risk Assessment & Safe Systems of Work on handling bats.

Annex A - Contacts

Natural England
Wildlife Management and Licensing Service
Tel – 0845 601 4523
Email – wildlife@naturalengland.org.uk

The Bat Conservation Trust Helpline (for grounded bats)
Tel – 0845 1300 228
Email – www.bats.org.uk

GOV.UK
Webpage for information on Rabies in bats
www.gov.uk/guidance/rabies-in-bats

Annex B – Risk assessment
Annex C - forms

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Committee:	Date:
Open Spaces and City Garden West Ham Park Committee	5 December 2016 5 December 2016
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Esther Sumner, Business Manager	

Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces Department has one corporate risk which we expect to remove from the risk register very shortly. The department has previously reported on five departmental risks, but it is now proposed to add an additional risk on Maintaining the City's water bodies. There are eight risks for City Gardens and West Ham Park (Parks and Gardens).

Corporate risk:

CR11 – Hampstead Heath ponds: overtopping leading to dam failure

Departmental risks:

OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public

OSD 002 - Extreme weather

OSD 004 - Poor repair and maintenance of buildings

OSD 005 - Animal, plant and tree diseases

OSD 006 - Impact of housing and/or transport development

OSD 007 – Maintaining the City's water bodies

West Ham Park is a registered charity (charity number 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members of the Open Spaces and City Gardens Committee are asked to:

- Note the risk scoring grid at Appendix 1
- Approve the Departmental risk register outlined in this report and at Appendix. 2
- Note the content of the full divisional risk register at Appendix 3

Members of the Open Spaces and City Gardens Committee and West Ham Park Committee are asked to:

- Approve the Parks and Gardens risk register included within Appendix 3e.

Main Report

1. Background

- 1.1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
- 1.2. The Open Spaces Department manages risk through a number of important processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
- 1.3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.

2. Current Position

- 2.1. Your Committee received a report on departmental and divisional risks in July of this year. This report highlighted a changed approach to "departmental" risks which saw fewer risk reported at the departmental level and reflecting a greater degree of localism in the divisional risk registers. This report and the subsequent reports to the other Open Space Committee de-escalated a number of green risks such that they are no longer reported to Committee.
- 2.2. It was agreed that the Open Spaces and City Gardens Committee will receive the full risk register for the department and all the divisions. West Ham Park Committee and other Management Committees will receive the departmental risks and the divisional risks relevant only to their committee and their charity/ies.

CR11 - Hampstead Heath ponds: overtopping leading to dam failure -page 1, appendix 2

- 2.3. The engineering work for the Ponds Project was completed in October. A revised emergency action plan has been drafted and sent to the emergency response contractor for comment. This risk will be removed following the issue of the emergency action plan.

Summary of Departmental risks

- 2.4. Appendix 2 shows the Departmental risks, including a new risk "Maintaining the City's water bodies". Officers are undertaking a range of actions at a divisional

level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 then provides the detail of the divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

- 2.5. The Management Committees of 'Epping Forest and the Commons' and 'Hampstead Heath, Highgate Woods and Queen's Park' as well as the 'Port Health and Environmental Service's' Committee will receive the relevant divisional risk registers.
- 2.6. **OSD 001 - Ensuring the health and safety of staff, volunteers contractors and public (Current risk amber – downward trend) -page 8, appendix 2**
This describes the risks that exist to all visitors and workers within the various open spaces including staff, volunteers, contractors and the public. Some of these risks may be due to poor understanding, lack of training and/or failure to implement safe systems of work. This could result in injury to workers, volunteers or the public unless dynamic risk assessments and regular audits are undertaken and unsafe working practices identified and stopped. It is anticipated that this risk will move to green.
- 2.7. **OSD 002 – Extreme weather (Current risk: amber – downward trend) -page 9, appendix 2**
With the fluctuations in weather conditions and the potential risks caused by severe wind, prolonged heat and/or heavy rainfall, the impact could cause damage to property and trees, disrupt access and cause sites to be closed. Monitoring systems and emergency plans and procedures are in place. The current risk score recognises the improved monitoring and communication of weather warnings This risk is constantly present and as such the target risk score is the same as the current score as there is little more that can be reasonably done to mitigate the risk.
- 2.8. **OSD 004 – Poor repair and maintenance of buildings (Current Risk: amber – no change) -page 7, appendix 2**
This risk recognises the issues that the Department has experienced in relation to planned and reactive maintenance which has resulted in delays to repairs which have affected service delivery/staff comfort and if ongoing will result in the deterioration of the Department's assets. The department is inputting into the development of the new repairs and maintenance contract specification and now has regular meetings/inspections with City Surveyor's officers. The department is also progressing outcomes of the operational property review. It is anticipated that this risk will reduce to green.
- 2.9. **OSD 005 – Animal, plant and tree diseases (Current risk: red – upward trend) -page 4, appendix 2**
The 'natural' spread of pests and diseases from neighbouring areas and through transfer from infected plants means that the different open spaces are at risk from a wide range of infestations including oak processionary moth, massaria and ash die back. The impact could disrupt service capability and reduce public access to the open spaces. The risk has reduced as staff have been trained and regular monitoring is taking place with specialists brought in where necessary.

Currently, this risk is constantly present and as such the target risk score remains amber although we anticipate the impact may reduce slightly, but there is little more that can be reasonably done to mitigate the risk.

2.10. OSD 006 - Impact of housing and/or transport development (Current risk: red – upwards trend) -page 5, appendix 2

Demand for additional housing and infrastructure improvements is putting pressure on local authority planning authorities to develop on green spaces. The resulting increased populations' means greater visitor numbers to our open spaces which can result in greater ground compaction, increased noise pollution and potential decline in biodiversity. The department will continue to monitor and comment on planning applications and contribute to Authority's planning documents and transport strategies. The risk however is unlikely to drop below amber.

2.11. OSD 007 – Maintaining the City's water bodies (new risk: Red) -page 6, appendix 2

This is a newly articulated departmental risk which reflects that for some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. Some of the risks associated with water bodies are already reflected in OSD EF 004 and OSD TC 006. Together with the City Engineer, each division will need to assess their water bodies and the required actions. It is anticipated that this work will reflect monitoring of dam condition and safety; identifying required works, budgets, project progression; - emergency plans and warning systems as appropriate and issues of ownership and shared ownership

City Gardens and West Ham Park Risk Management

2.12. There are eight risks identified across City Gardens and West Ham Park (Parks and Gardens), all of which are amber. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional only risks are:

- Public Behaviour (OSD P&G 006)
- Finance – SBR Roadmaps (OS P&G 003)
- Major Incident resulting in prolonged 'access denial' (OSD P&G 008)

2.13. The detail of the individual risks is shown in Appendix 2. There are eight amber risks.

3. Corporate & Strategic Implications

3.1. The divisional risk register reflects the Open Spaces Department's four objectives as set out in the departmental business plan:

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

- 3.2. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk, supports the City of London's
- Strategic Aim 3: To provide valued services to London and the nation and
 - Key Policy Priority 3: Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.

4. Conclusion

- 4.1. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Divisional Risk Registers:
 - a) West Ham Park & City Gardens

Background Papers: Risk Management Report July 2016

Esther Sumner, Business Manager

T: 020 7332 3517

E: esther.sumner@cityoflondon.gov.uk

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Appendix 1:

City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Risk Scoring Grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

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OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 14 November 2016



Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 1 OSD Department of Open Spaces Risk Register 6

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR11 Hampstead Heath Ponds - overtopping leading to dam failure 05-Feb-2015 Sue Ireland; Paul Monaghan	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure - including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The engineering work has been completed. An revised emergency action plan has been drafted and sent to Mitie (emergency response contractor) for comment. The responsibility for emergency response has been passed by from BAM to Mitie.</p> <p>This risk will be removed following the issue of the emergency action plan.</p> <p>A new departmental risk on reservoir management is being developed</p> <p>14 Nov 2016</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Oct-2016	 Decreased Risk Score

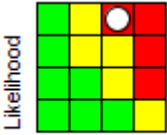
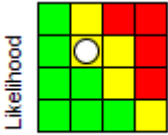

Appendix 2 - Departmental Register Register

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency	Regular monitoring of budget and risk provisions	Contract claims are under consideration	Paul Monaghan	09-Nov-2016	31-Oct-2016
CR11 b Agreement of methods of working with utilities	Agreement of methods of working with utilities	Complete	Paul Monaghan	14-Nov-2016	01-Mar-2017
CR11 c Site supervision by E and OS to ensure appropriate H&S procedures	Regular review of H&S and working practices - in particular movement of vehicles	Complete	Paul Monaghan	14-Nov-2016	31-Oct-2016
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG	Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role as previously	Complete Officers continue to communicate about reinstatement and environmental issues through the project blog and newsletter.	Paul Monaghan	14-Nov-2016	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to	As per planning consent and conditions	Complete	Paul Monaghan	14-Nov-2016	31-Oct-2016

Appendix 2 - Departmental Register Register

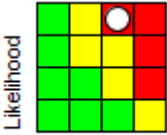
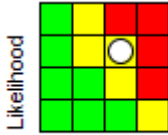

check for nesting birds					
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM	To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints	Complete	Paul Monaghan	14-Nov-2016	31-Oct-2016
CR11 h Resolution of issues with adjoining land owners	There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case - via transfer, access agreements or registration as co-undertakers with the EA.	Complete The potential to register landowners with the Environment Agency will be explored after the conclusion of the project	Paul Monaghan	14-Nov-2016	31-Jul-2016
CR11 i Approval of designs for Highgate 1	The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.	Complete The planning authority has approved the designs	Paul Monaghan	14-Nov-2016	31-Jul-2016

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Sue Ireland Page 4/5	<p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas.</p> <p>Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p>Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>This risk is endemic and needs careful management. The department is currently particularly concerned about the spread of Oak Processionary Moth in and around London (including Hampstead Heath, Queen’s Park and Ashted Common) due to the implications for human health.</p> <p>09 Nov 2016</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004				Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2019

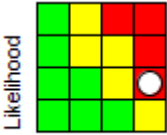
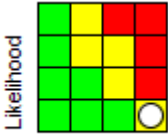

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing and/or transport development 10-Mar-2015 Sue Ireland	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities Event: Major development near an open space Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	 Likelihood Impact	16	Local divisions continue to monitor the impact of development carefully 09 Nov 2016	 Likelihood Impact	12	31-Mar-2019	 Increased Risk Score

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Question no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 006 d	Divisional delivery of risk actions Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers throughout the department continue to monitor this risk on a divisional basis and address planning issues as they appear.	Andy Barnard; Martin Rodman; Paul Thomson	05-Oct-2016	01-Apr-2019


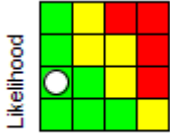

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 25-Oct-2016	The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.	 Likelihood Impact	16	This is a new risk which reflects the department's responsibility for a number of water bodies. Together with the City Engineer, each division will need to assess their water bodies and the required actions. An annual program of inspection by the City's Panel Engineer is in place. 09 Nov 2016	 Likelihood Impact	8		 No change

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006				31-Mar-2017
OSD 007 b Divisional delivery of reservoir safety in conjunction with the City Engineers	Divisional risk and actions will be further developed to deliver reservoir safety considering the following: - Monitoring of dam condition and safety - Identifying required works, budgets, project progression - Emergency plans and warning systems as appropriate - Ownership and shared ownership				31-Mar-2017

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings 10-Mar-2015 Sue Ireland	Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	 Likelihood Impact	12	Open Spaces continues to meet the City Surveyors regularly to ensure communication and shared understanding of issues. 09 Nov 2016	 Likelihood Impact	2	31-Mar-2019	 No change

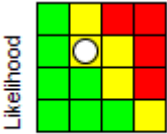
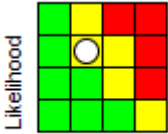

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 4 e Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002		Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2019

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public 10-Mar-2015 Sue Ireland	Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood Impact	6	The annual H&S audit is being arranged. This year, representatives from other departments have been invited to share good practice. 09 Nov 2016	 Likelihood Impact	4	01-Apr-2018	 Decreased Risk Score

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 001 g	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001		Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2018

Appendix 2 - Departmental Register Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather 10-Mar-2015 Sue Ireland	Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	6	The City Engineer is arranging an emergency plan test 09 Nov 2016	 Likelihood	6	31-Mar-2019	 Decreased Risk Score

Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD 2 a Provisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Processes for monitoring weather and providing advance warning to the public are now established. Reviews of procedures followed the various winter storms and divisions adapted their approach in light of findings.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	12-Mar-2015	31-Mar-2019

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OSD Parks and Gardens (WHP & CG) Detailed Risk Report

Report Author: Esther Sumner

Generated on: 16 November 2016



Rows are sorted by Risk Score

Code & Title: OSD P&G Parks & Gardens 8

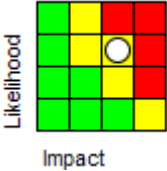
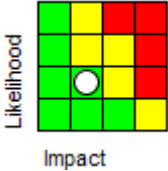

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox; Martin Rodman	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.	 Likelihood	12	Assets inspected regularly by OSD and CSD staff (APFM). Budget set aside when available to undertake supported works 16 Nov 2016	 Likelihood	6	01-Aug-2017	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 002	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Improved APFM attendance and diligence at both sections within the division, leading to improved follow-up and actions post reporting, however, there is a reduced service delivery from Mitie following reactive jobs.	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

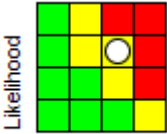
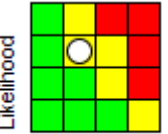

OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	All residential lodge inspections at West Ham Park completed October 2016	Louisa Allen; Lucy Murphy	15-Nov-2016	30-Oct-2017
OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.	Funding of AWP is subject to prioritisation and decision by committee	Martin Rodman	09-Jun-2016	01-Apr-2017
OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Document has been revised and is pending final approval.	Martin Rodman	15-Nov-2016	31-Jul-2017
OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).	<p>Bunhill Fields now documented and fully compliant.</p> <p>Schedule of statutory memorial checks and visits to be arranged, undertaken across all City Gardens by Diocese complete..</p> <p>20 year programme of investment and maintenance of all memorial assets to be agreed.</p> <p>Review annually.</p> <p>A comprehensive survey of all memorials across City churchyards was completed in Sep 2016</p>	Louisa Allen	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc Event: Sites become infected by plant or tree diseases Impact: Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.		12	Staff trained in pest & disease identification and alerts issued through departmental forum. Annual monitoring of tree stock in accordance with Tree Safety Policy. Departmental biosecurity policy adopted. 16 Nov 2016		4	01-Apr-2017	 No change

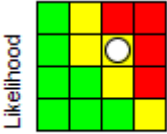
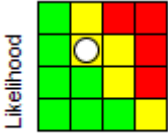

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections for 2016 now complete for West Ham Park	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing	Martin Rodman	15-Nov-2016	01-Apr-2017
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Continue to monitor and manage site in accordance with controls stated. 16 Nov 2016	 Likelihood	6	01-Apr-2017	 No change

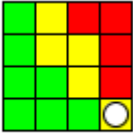
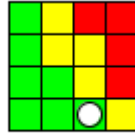
Action no, Title, Date	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	Aldgate mix of tree species planted.	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 005 b Emergency plan	Review and update plan	Draft currently under review with planned roll out by Jan 2017	Louisa Allen; Lucy Murphy	15-Nov-2016	31-Dec-2016
OSD P&G 005 c Monitoring of warning systems	Monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Regular monitoring occurs across the sites	Martin Rodman	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities Impact: Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	12	Continuing to monitor visitor numbers. Ground renovation works undertaken spring 2016 to alleviate compaction issues and allow ground to recover the worst affected areas. 16 Nov 2016	 Likelihood Impact	6	01-Apr-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 007 Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	LBN planning portal updates received, flagging latest consultations. Close working relationship with Planning colleagues in City.	Louisa Allen; Lucy Murphy; Martin Rodman	15-Nov-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Stella Fox; Martin Rodman	Causes: Pandemic; deliberate act of terrorism. Event: Major incident, terrorism.; evacuation of East London; aircraft crash; failure of underground services. Impact: Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	Likelihood  Impact	8	Local Authority Civil Contingency Plans; Parks & Gardens Emergency Plan 16 Nov 2016	Likelihood  Impact	4	01-Apr-2017	

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 008 a Emergency Plan	Review and update emergency plan	Undertaken - end autumn 2015. Will be reviewed following a year's implementation and test.	Martin Rodman	09-Jun-2016	31-Dec-2016
OSD P&G 008 b Resilience Forum	Attendance at Resilience Forum and dissemination of learning therefrom.	Superintendent is Departmental representative.	Martin Rodman	09-Jun-2016	01-Apr-2017
OSD P&G 008 c Training	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training undertaken by relevant team members spring/summer 2016 and rolled out through staff meetings. Ongoing action.	Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Apr-2017

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Impact: Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood Impact	6	Biennial Peer Review of Health (due Nov 2016) Contractor Protocol Introduced (April 2015). Vehicle/driver safety currently being reviewed corporately. 16 Nov 2016	 Likelihood Impact	4	31-Mar-2017	 Decreased Risk Score

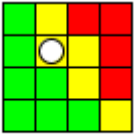
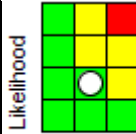

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Question no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Continued use of Santia reporting system is helping to achieve this culture as it is easier for staff to report any issues and for continuity of investigations and reports	Louisa Allen; Patrick Hegarty; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	P&G contractor protocol issued and being rolled out	Louisa Allen; Patrick Hegarty; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 001 c Biennial review of site health and safety by peer review	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Audit recommendations to be implemented over the coming months.	Patrick Hegarty	15-Nov-2016	01-Apr-2017
OSD P&G 001	Staff roles linked to essential and desirable training needs.	Training matrix being developed for West Ham Park and City Gardens	Louisa Allen;	15-Nov-	01-Apr-

Appendix 3e - West Ham Park & City Gardens Risk Register

d Training programme	Continual and annual review		Lucy Murphy	2016	2017
OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance including attendance and actions.	Martin Rodman	09-Jun-2016	01-Apr-2017

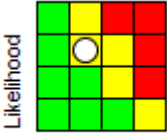
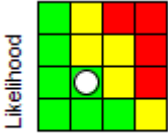

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 003 Finance - SBR Roadmap 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues Event: Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP Impact: Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.	 Likelihood Impact	6	All projects are proceeding according to divisional roadmap. 16/17 savings built into Local Risk Budgets. Further non-roadmap projects identified as security against budget shortfall. 16 Nov 2016	 Likelihood Impact	4	31-Mar-2018	 No change

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Section no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 003 a Financial management and project planning	Deliver the Programmes and projects that will help achieve SBR savings	SBR projects are currently in line with roadmap timetable i.e. Nursery closed, budget on track for 16/17, project gateway 1/2 completed.	Martin Rodman	15-Nov-2016	31-Mar-2018

Appendix 3e - West Ham Park & City Gardens Risk Register

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 006 Public Behaviour 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood	6	Regular liaison with police and other bodies to assist with incidents in the area e.g. vandalism, burglaries in local areas and break ins at residential and operational properties on site. 16 Nov 2016	 Likelihood	4	01-Apr-2017	 Decreased Risk Score

Action no, Title, Progress	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD P&G 006 a Conflict Management Training	Staff conflict management training up to date through use of both internal and bought-in expertise	NLOS delivered a series of training courses in how to manage conflict completed in February 2016 and refresher planned for early 2017	Louisa Allen; Lucy Murphy	16-Nov-2016	28-Feb-2017
OSD P&G 006 b Develop and improve joint working	Develop stronger links and become a trusted partner with LBN. New relationships with officers in local authorities need developing	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and and SNT's over recent park issues.	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 006 c Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	'Park guard' patrols Bunhill Fields	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017
OSD P&G 006 d Approach to Anti-social behaviour	Ensure multi-disciplinary approach in place	Ongoing	Louisa Allen; Lucy Murphy	15-Nov-2016	01-Apr-2017

Committee	Dated:
West Ham Park Committee	05/12/2016
Subject: Fees and Charges 2017/18	Public
Report of: Superintendent of Parks and Gardens	For Decision
Report author: Lucy Murphy – West Ham Park Manager	

Summary

Within the City Corporation's Open Spaces, charges for sports activities are reviewed annually. This report sets out the proposed fees and charges for sports facilities and services provided at West Ham Park for 2017.

Recommendation

Members are asked to:

- Approve the proposed schedule of charges (attached at Appendix 2) for sports facilities in West Ham Park for the 2017/18 financial year.

Main Report

Background

1. Charges for the wide range of recreation and sporting facilities that are provided in all the City Corporation's Open Spaces are reviewed annually. A benchmarking exercise to compare the facilities at West Ham Park with other local providers was carried out in 2015. The outcomes of this review were incorporated into the charging structure for 2016/17 which was approved by this Committee in April 2016. The review of 2017 charges has been brought forward to fall in sequence with other Open Spaces sites reviews of fees and charges, and to provide user groups with advance notice of any changes.

Current Position

2. A benchmarking exercise to compare West Ham Park's sporting facilities with other local providers has been carried out (see Appendix 1). Newham Council reviewed charges in 2016/17, having kept prices static since 2012/13. Prices were kept affordable for residents, community groups and schools, however prices to commercial organisations were increased by 10%. Prices for 2017 have not yet been set.
3. At West Ham Park one football pitch has been marked for the 2016 football season. In previous years two have been laid out; however demand has been low

with only two Sunday league teams using the pitches in 2015. Football pitch number 2 is being used this winter, allowing football pitch number one to be rested and undergo ground improvement works. To date all requests that have been received from our existing teams and ad-hoc requests have been able to be accommodated on this single pitch.

4. Tennis court renovation works were completed at the end of June and on-line booking was launched with the reopening of the courts on the 17th July. New tennis coaches were appointed in July and they have been building up clients over the summer and autumn. To date they have held two weekend tennis tournaments in conjunction with Local Tennis Leagues attracting over 100 players. They have also delivered a number of beginner, intermediate and advanced lessons for adults as well as one to one coaching sessions. They are currently working with local primary schools to schedule classes for the autumn and have applied for Lawn Tennis Association funding to support their junior programme in 2017.

Proposals

5. Following on from Members comments last April, this review of charges has sought to introduce a 40% discount to concessionary prices wherever possible. This is in line with similar charging structures at other open spaces sites.
6. In the majority of cases changes to prices have been recommended based on benchmarking of facilities or the introduction of a standard 40% concessionary discount (shown in Appendix 1). Where neither factor has had an impact on prices the Consumer Price index rise of 1% has been applied (this is the CPI for the year to September 2016). A summary of the proposed Sports Charges for West Ham Park is listed in Appendix 2. Further detailed information regarding the changes to each sport is provided below:
 - a. **Cricket:** The adult grass wicket at West Ham Park is maintained to Essex County Cricket Board standards as the Park's regular teams play in their league. Currently matches are heavily subsidised. Previous increases to the price of an adult match have been in line with inflation, this has resulted in the park now being considerably cheaper than the neighbouring facility in Flanders field. It is proposed to raise the prices of adult cricket matches over the next 3 years so that the park is in line with other neighbouring facilities. A 40% discount has been applied to the concession prices. The Park Manager has met with Capital Kids Cricket who organise West Ham Cricket Club (WHCC) for players under 17 year old, to discuss working in partnership with them more closely. A licence agreement is being drafted with WHCC to permit them to be the parks coaching team for cricket and use the park's facilities for their matches. Minimum targets will be set for number of hours training, games played and tournaments held in the park which will go towards achieving the targets that have been set in the draft Cricket Development Plan 2017-2020 for the borough and the outcomes of the Open Spaces Department's Sports and Physical Activity Framework. It is felt that a fixed pricing structure will allow WHCC to

maximise its use of the junior all weather strips, increasing their ability to reach local children.

- b. **Cricket Nets:** Prices for cricket nets have been held at the 2016 rate as the nets are due for refurbishment in 2017. The City Surveyor has £19,000 committed to replace the fencing around the nets. The Park Manager is looking for additional external funding to resurface the all-weather strips, nets and end boards and would look to increase prices for the nets at next year's review once this work has been completed.
 - c. **Tennis:** It is proposed to increase adult prices for one off games to bring the park in line with neighbouring facilities and to recognise the investment that the City has made in resurfacing the courts. The prices listed reflect the maximum price that will be charged. Discounts and taster sessions will be offered to promote the courts and coaching programmes. Regular quarterly review meetings will be held with the LTA and the parks coaches to track progress against agreed participation and income targets and adjustments made where necessary. The fees associated with the tennis membership fee have been increased in line with the rates stated in the park's Tennis Development plan.
 - d. **Marking out charges:** It is proposed to continue last year's approach of maintaining lower prices for small schools or classes of children, but have higher prices for larger school visits to reflect additional keeper time associated with facilitating sports day events. An increase for adult's rounders pitches is suggested in line with what is charged at neighbouring facilities.
 - e. **Football:** Adult prices have been increased by inflation. Concessionary prices have been benchmarked against local facilities. The cost of a game on a weekday does equate to a 40% discount, however the price of a weekend games has been decreased in line with neighbouring facilities and to bring the cost closer to a 40% discount. The price of multiple games on a Saturday and Sunday offer a greater than 40% discount and have been maintained at this lower rate to encourage youth teams to use the park. It is proposed to remove the fee for 5 aside football from the pricing matrix, as this is rarely requested
 - f. **Changing rooms:** An increase to £50 is recommended to better cover the utilities costs associated with this facility.
7. The charges stated are inclusive of VAT, other than for block booking of football where more than ten games are booked each season (subject to HMRC conditions being met).

Corporate & Strategic Implications

8. The proposed sports charges are consistent with Objective 8 of the West Ham Park Management Plan 'a healthy and active park'. The proposals set out in this report contain a range of charges with concessionary rates that have been benchmarked against other local providers and City Open Spaces.

9. The provision of sports facilities supports the City Together Strategy theme 'A World Class City which is vibrant and culturally rich'. Linked to this is the associated Open Spaces Strategic Aim: 'Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living' and the Departmental Objective to 'Improve the health and wellbeing of community through access to green space for recreation'.
10. The generation of additional income contributes towards delivering the required level of savings over the next two years.

Implications

11. The City's Financial Regulations require all departments to recover full costs when setting charges to persons or external organisations, or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.
12. Any shortfall in income, from the budgeted level, would need to be met by offsetting reductions elsewhere in the Chief Officer's local risk budgets or from new income sources. In light of the current financial situation it is desirable that, where appropriate, income generated from fees and charges should be maximised, where this can be achieved within individual Committees' pricing policies.
13. Fees and charges in this report have been set by benchmarking fees with other facilities in the local area. The costs recovered from these charges are marginal. For 2015/16 it has been estimated that it costs the City £139k to provide the sports and associated facilities at West Ham Park (this includes staff time, a portion of the machinery and equipment costs associated with laying out pitches and building maintenance and running costs). The total income for this period was £19k therefore the subsidy provided is £120k. The net cost of providing sport across the open spaces department during the same period was £1.7m. Steps have been taken at West Ham Park in 2016/17 to reduce this subsidy whilst minimising the increases that are passed on to the local teams (by only marking one football pitch and increasing the use of the tennis courts for example). If prices were increased to recover the full cost, it is expected that local individuals and teams would be unable to afford to pay them and/or would choose to use cheaper neighbouring facilities.

Conclusion

14. The City seeks to maximise the use of the sporting activities in its Open Spaces and encourage active participation from all sections of the community. The approach to charging for sports facilities in West Ham Park will continue to be reviewed annually, in the light of market conditions, user requirements and the implementation of local sports strategies.

Appendices

- Appendix 1: Benchmarking of West Ham Park sports charges
- Appendix 2: Summary of West Ham Park proposed charges for 2017
- Appendix 3: Open Spaces Sports and Physical Activity Framework

Background Papers

- [Fees and Charges 2017/18: Report to Hampstead Heath Consultative Committee \(for discussion\), Highgate Wood Joint Consultative Committee \(for Discussion\), Queen's Park Joint Consultative Group \(for discussion\), Hampstead Heath, Highgate Wood and Queen's Park Committee \(for decision\), November 2017](#)
- [Epping Forest Association Football Charges 2016/17 \(SEF 18/16\): Report to Epping Forest and Commons Committee \(for decision\), May 2016](#)
- [West Ham Park Sports Charges 2016/17: West Ham Park Committee \(for decision\) April 2017](#)

Lucy Murphy

West Ham Park Manager

T: 020 8475 7104 (internal ext. 6534)

E: lucy.murphy@cityoflondon.gov.uk

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- Appendix 1: Benchmarking of West Ham Park sports charges

Cricket		Flanders Field (Bonny Downs)	NLOS: Proposed 2017	WHP 16-17 current	Proposed change	WHP 17-18 Proposed	Notes
Adult	7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£892.50 (15% discount for 6+ matches)	N/A	£525.00	15% discount	£640.00	Increase charges to bring prices closer to that charged at Flanders Field, and offer 15% Discount for block booking
	Single match - day	£150 - grass	£91 - £99	£80.00	x 2 artificial	£108.00	
	Single match - 4 hours	£75 - artificial	N/A	£53.00	Benchmark	£54.00	
	Nets - per hour	£15.00	£7.50	£9.00	Hold	£9.00	Review 2017 after refurbishment
Concession	7 games, plus free use of 1 practice net, 15% discount for 6+	15% discount for 6+	N/A	£354.00	40%	£384.00	40% discount on adult price offered to encourage youth participation
	Single Match - day	£70.00	£55.00	£52.00	40%	£64.00	
	Single Match - 4 hours	£50.00	N/A	£35.00	40%	£32.00	
	Nets	£10.00	£7.50	£5.00	Hold	£5.00	Review 2017 after refurbishment

Marking out charges		LB Newham 2016	Hampstead Heath	WHP 16-17 current	Proposed change	WHP 17-18 Proposed	Notes
Adult	Rounder's - per pitch	£53 admin fee + any costs i.e. line marking	£53.00	£45.00	Benchmark	£53.00	Increase to Newham prices
Concession	Rounder's - per pitch			£20.00	Discount	£21.00	40% discount on adult price
Concession	Running track per day (400m)	£55.00	£146 (Track)	£54.00	£54.54	£55.00	Increase by inflation
Concession	Running track per day (100m)			£20.00	£20.20	£20.00	
Concession	School Sports day <100 attendees			£53 admin fee + any costs i.e. line marking	£73 - half day	£80.00	
Concession	School Sports day <500 attendees	£110.00	£111.10			£111.00	
Concession	School Sports day >500 attendees			TBC	On request	On request	Prices calculated based on staff support required at larger sports days
Adult	Running track: prices available on request.	N/A		TBC	On request	On request	

NLOS: Proposed 2017 – refers to proposed charges for North London Open spaces (Hampstead Heath, Highgate Wood and Queen’s Park), see link in background papers.

Tennis Courts		LB Newham 2016	Lee Valley & Olympic Park	NLOS: Proposed 2017	WHP 16-17 current	Proposed change	WHP 17-18 Proposed	Notes
Adults	per hour	Facilities are being renovated and prices will be introduced in 2017 (not yet available)	Summer £10 / Winter £6	£8.50	£5.00	see note	£7.00	Increase due to new court surfacing
	Coaching: Various levels		£10.50	£11.00	£10.00	Hold	£10.00	Max price per hour
	Classes: Tennis Tuesdays/Cardio tennis		£7.00	N/A	£6.00	Hold	£6.00	
	Membership		Not comparable	£27.50	£10.00	see note	£15.00	As per Tennis Development plan
Concession	per hour		Summer £7 / Winter £5	£5.00	£3.70	40% discount	£4.00	40% discount on adult price offered to encourage youth participation
	Coaching - Red/Orange/Green session		£3 to £6.50	£8.60	£5.00	40% discount	£6.00	
	Classes: Over 50's [5 weeks]		N/A	N/A	£5.00	40% discount	£6.00	
	Membership		Not comparable	N/A	£5.00	see note	£7.00	As per Tennis Development plan

Football		LB Newham 2016	Wanstead Flats 2016	NLOS: Proposed 2017	WHP 16-17 current	Proposed change	WHP 17-18 Proposed	Notes
Adult	dressings rooms	£545 in / £650 out of borough team	£530.00	N/A	£450.00	£454.50	£455.00	Increased by inflation
	Sundays: 15 games plus free use of		£775.00	N/A	£660.00	£666.60	£670.00	
	Single match - Mon-Fri	£76.00	£50.00	£86.00	£51.00	£51.51	£52.00	
	Single match - Sat		£65.00		£61.00	£61.61	£62.00	
	Single match - Sun		£80.00		£73.00	Benchmark	£76.00	
Concessions	Saturdays: 15 games plus free use of	£270 in / £330 out of borough team	£240.00	N/A	£180.00	Benchmark	£200.00	Concessionary prices have been benchmarked against others in the local area
	Sundays: 15 games plus free use of		£300.00	N/A	£305.00		£300.00	
	Single match - Mon-Fri	£35.00	£40.00	£52.00	£31.00	£31.20	£31.20	
	Single match - Sat & Sun		£42-45		£46.00	Benchmark	£35.00	
All	5 Aside Football - per game	N/A		N/A	£49.00	Remove on request	Remove as a standard charge	

Use of changing rooms		LB Newham 2016		NLOS: Proposed 2017	WHP 16-17 current	Proposed change	WHP 17-18 Proposed	Notes
All	Changing room fee for single match	N/A		£43.00	£41.00	Increase	£50.00	Better cover costs

- Appendix 2: Summary of West Ham Park proposed charges for 2017/18

	2017/18	
	Adult	Concess
Cricket		
7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£ 640	£ 384
Single match - day	£ 108	£ 6
Single match - 4 hours	£ 54	£ 32
Nets - per hour	£ 9	£ 5
Changing room fee for single match	£ 50	
Tennis Courts		
Per hour	£ 7	£ 4
Coaching - Various levels	£ 10	£ 6
Classes: Tennis Tuesdays, Cardio tennis, Over 50's	£ 6	£ 6
Membership	£ 15	£ 7
Marking out charges		
Rounders - per pitch	£ 53	£ 21
Running track per day (400m)	On request	£ 55
Running track per day (100m)		£ 20
School Sports day <100 attendees		£ 81
School Sports day <500 attendees		£ 111
School Sports day >500 attendees - price on request		On request
Football		
Saturdays: 15 games plus free use of dressing rooms	£ 455	£ 200
Sundays: 15 games plus free use of dressing rooms	£ 670	£ 300
Single match - Mon-Fri	£ 52	£ 31
Single match - Sat	£ 62	£ 35
Single match - Sun	£ 76	
5 Aside	On request	
Changing rooms		
Changing room fee for single match	£ 50	
All charges are inclusive of VAT		

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Sport & Physical Activity Framework

Open Spaces

Our vision for sport

We aspire to: Encourage participation in formal and informal recreation to enable healthy and active lifestyles.			
By encourage participation we mean			
Awareness	Welcoming	Communities	Partnership
Increase awareness of opportunities for people to lead an active lifestyle.	Our open spaces and facilities welcome people into sport & physical activity.	Provide accessible and appropriate facilities for our local communities.	Work in partnership to provide a range of opportunities for sport & physical activity.

Developed by the OSD Sports Programme Board

Date: 27/11/15

Approved by the OSD Senior Leadership Team

Date: 07/12/15



Sport & Physical Activity Framework

Open Spaces

Our vision for sport

Outcomes Framework

Code	Outcome	Indicators / Measures
Awareness		
A1	More people will take part in formal and informal recreation in the City of London Open Spaces.	<ul style="list-style-type: none"> • Number of visits • Number of bookings
A2	People will be more aware of opportunities for physical activity in our Open Spaces.	<ul style="list-style-type: none"> • Web hits / Search engine optimisation • Online booking • Links to clubs / partners • Social Media
Welcoming		
W1	Our users will be more satisfied with the sport offer at our Open Spaces.	<ul style="list-style-type: none"> • Customer satisfaction survey
W2	The customer journey to our sports will be a positive and safe one.	<ul style="list-style-type: none"> • Customer satisfaction survey • Green Flag score • Signage
Communities		
C1	Our users will be representative of our local communities.	<ul style="list-style-type: none"> • Club membership profile • Customer Survey • Registration forms • Equalities data on ticket sales
C2	Increase user diversity of our facilities.	<ul style="list-style-type: none"> • Equalities feedback from clubs / partners • Equalities data on facility users. • Disability access • Improvement of our facilities that reduces discrimination
Partnerships		
P1	Clubs will be supported / encouraged to provide opportunities across the sports development continuum from foundation to excellence.	<ul style="list-style-type: none"> • Coaching • Competitions • New starters • CoL promote Club websites, tweets etc.
P2	Our partnership arrangements will provide our customers with the best possible service.	<ul style="list-style-type: none"> • Increase our partnership working • Customer satisfaction survey

Agenda Item 9

Committee(s) West Ham Park Committee	Dated: 05/12/2016
Subject: Revenue & Capital Budgets – 2016/17 & 2017/18	Public
Report of: The Chamberlain The Director of Open Spaces	For Decision
Report Author: Derek Cobbing - Chamberlains dept	

Summary

This report updates the Committee on its latest approved revenue budget for 2016/17 and seeks your approval for a provisional revenue budget for 2017/18, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Latest Approved Budget	Original Budget	Movement
	2016/17 £000	2017/18 £000	£000
Expenditure	1,185	1,171	(14)
Income	(281)	(135)	146
Support Services	206	203	(3)
Total Net Expenditure	1,110	1,239	129

Overall the provisional Original budget for 2017/18 totals £1.239M, an increase of £129,000 compared with the latest approved budget for 2016/17. The main reasons for this increase is a rise of £186,000 within City Surveyor's Repairs & Maintenance (para 11), a decrease of £146,000 in customer & client receipts (para 13), off-set by a £79,000 decrease in supplies & services (para 12). There are smaller reductions of £44,000 in transfer to reserves, and £36,000 in employee costs, all of which can be found in Table 1.

A breakdown is also provided in Appendix 3 of the movement between the 2016/17 Local Risk Original Budget and the 2016/17 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2017/18 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes West Ham Park which is a registered charity and is funded from City's Cash and run at no cost to the community that it serves.
2. This report sets out the proposed revenue budget for 2017/18. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.

Business Planning Priorities

5. The key Projects for each Open Space for the next three years were included in the Open Spaces Department Business Plan for 2016-2019 which was approved in April 2016. The activities and priorities of the Open Spaces Department reflect our charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Our agreed departmental objectives are:
- a) Protect and conserve the ecology, biodiversity and heritage of our sites.
 - b) Embed financial sustainability across our activities by delivering identified programmes and projects.
 - c) Enrich the lives of Londoners by providing high quality and engaging, educational and volunteering opportunities.
 - d) Improve the health and wellbeing of the community through access to green space and recreation.

These high level objectives are being supported by a range of projects and actions, some of which are being delivered within divisions and some of which cross the department. The priorities for West Ham Park are:

- Review the options appraisal for the future use of the nursery site and work with the City Surveyor and other partners to deliver the agreed option
- Produce a new Management Plan for West Ham Park (2018-2022)
- Support the delivery of the Wild East Project and Green Space friendly schools programme
- Continue to work with sporting partners in order to increase active participation through sport at West Ham Park in line with agreed targets

Proposed Revenue Budget for 2017/18

6. The proposed detailed Revenue Budget for 2017/18 is shown in Table 1 analysed between:
- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer’s control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
7. The provisional 2017/18 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees.

These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. A saving of £31,000 has been made in 2017/18 further to the re-alignment of the Service Based Review savings, resource transfers from North London Open Spaces, and closing adjustments reflecting the Nursery closure. An allowance was given towards any potential pay and price increases of 1% in 2017/18. The budget has been prepared within the resources allocated to the Director.

It should also be noted that the corporate Building Repairs and Maintenance contract is currently being re-tendered and the new contract will commence on the 1st July 2017. Original estimates for 2017/18 are based on the latest available asset price from the current contractor. Any changes to these budgets arising from the new contract will be reported to Committee in due course

TABLE 1

WEST HAM PARK COMMITTEE SUMMARY – ALL FUNDS

Analysis of Service Expenditure	Local or Central Risk	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph Reference
EXPENDITURE						
Employees	L	764	645	609	(36)	
Employees	C	7	0	0	0	
Premises Related Expenses	L	174	64	41	(23)	
R & M (City Surveyor's Local Risk inc cleaning)	L	257	196	382	186	11
Transport Related Expenses	L	28	42	26	(16)	
Supplies & Services	L	273	169	90	(79)	12
Third Party Payments	L	26	15	13	(2)	
Transfer to Reserves	L	24	0	0	0	
Transfer to Reserves	C	0	44	0	(44)	
Capital Charges	C	10	10	10	0	
Total Expenditure		1,563	1,185	1,171	(14)	
INCOME						
Other Grants, Reimbursements and Contributions	L	(213)	0	0	0	
Customer, Client Receipts	L	(352)	(280)	(134)	146	13
Investment Income	C	(1)	(1)	(1)	0	
Transfer from Reserves – City Bridge Trust	L	(2)	0	0	0	
Transfer from Reserves - Nursery	C	(17)	0	0	0	
Total Income		(585)	(281)	(135)	146	
TOTAL EXPENDITURE/ (INCOME) BEFORE SUPPORT SERVICES		978	904	1,036	132	
SUPPORT SERVICES						
Central Support		214	186	183	(3)	
Recharges within Fund						
Directorate Recharges		37	27	27	0	
Corporate and Democratic Core		(6)	(7)	(7)	0	
Total Support Services		245	206	203	(3)	
TOTAL NET EXPENDITURE/(INCOME)		1,223	1,110	1,239	129	

8. Income and favourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
9. Overall there is an increase of £129,000 between the 2016/17 latest approved budget and the 2017/18 original budget. This movement is explained in the following paragraphs.
10. Analysis of the movement in manpower and related staff costs are shown in Table 2 below. There is a reduction in full time equivalents and associated manpower costs between the 2016/17 Latest Approved Budget and the 2017/18 Original Budget as the 2016/17 year included a proportion of Nursery staff which is not applicable to the 2017/18 year, this reduction is partially off-set by a small increase of 1% towards any potential pay and price increases from April 2017.

Table 2 - Manpower statement	Latest Approved Budget 2016/17		Original Budget 2017/18	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
West Ham Park/Nursery	17.83	645	16.50	609
TOTAL WEST HAM PARK COMMITTEE	17.83	645	16.50	609

11. The increase of £186,000 from the 2016/17 Latest Approved Budget to the 2017/18 Original Budget in the City Surveyor is mainly within the Additional Works Programme, It is the deferral of schemes that require significant lead in time to later years in the programmes within the Additional Works Programme and projects introduced as part of the Cyclical Works Programme. The original 2017/18 budgets reflect the balances phased from continuing approved live programmes (2015/16 & 2016/17) and the new 2017/18 bids (£12.1m across the Corporate Estate) endorsed by the Corporate Asset Sub Committee in October 2016.

TABLE 3		
CITY SURVEYOR LOCAL RISK	Latest Approved Budget 2016/17 £'000	Original Budget 2017/18 £'000
Repairs and Maintenance (including cleaning)		
Additional Works Programme		
West Ham Park	88	269
	88	269
Planned & Reactive Works (Breakdown & Servicing)		
West Ham Park	101	106
	101	106
Cleaning		
West Ham Park	7	7
	7	7
Total City Surveyor	196	382

12. The reduction of £79,000 in Supplies and Services (mostly in materials and horticultural materials) is due to the reduction in bedding displays further to the SBR savings and the closure of the Nursery.
13. The reduction in income (£146,000) from Customer and Client Receipts is also due to the closure of the Nursery.

Potential Further Budget Developments

14. The provisional nature of the 2017/18 revenue budget recognises that further revisions may be required, including in relation to:
 - budget reductions to capture savings arising from the on-going Service Based Reviews;
 - decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

If specific service based review proposals included with this budget report are rejected by the Committee, or other Committees request that further proposals are pursued, that the substitution of other suitable proposals for a corresponding amount is delegated to the Town Clerk in discussion with the Chairman and Deputy Chairman of the relevant Committee. If the substituted saving is not considered to be straight forward in nature, then the Town Clerk shall also consult the Chairman and Deputy Chairmen of the Policy and Resources Committee prior to approving an alternative proposal(s).

Revenue Budget 2016/17

15. The 2016/17 latest approved budget includes funding for contribution pay, an agreed carry forward of £10,000 which is a contribution towards a replacement ride-on mower at West Ham Park, and a one-off transfer of resources from the Directorate (£45,000). The forecast outturn for the current year is in line with the latest approved budget of £1.110M. Movement of the Local risk Budgets from the Original 2016/17 Budgets to the 2016/17 Latest Approved Budgets can be found in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

16. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the Table below.

Capital & Supplementary Revenue projects - latest estimated costs						
Service Managed	Project	Exp. Pre 01/04/16 £'000	2016/17 £'000	2017/18 £'000	2017/18 £'000	Total £'000
Pre-implementation						
West Ham Park	Nursery, alternative uses	0	30			30
TOTAL WEST HAM PARK		0	30	0	0	30

17. Pre-implementation costs comprise consultancy fees to identify the most economically advantageous option.
18. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2017.

Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2016/17 OR to 2016/17 LAB
- Appendix 4 – Service Based Review Update

Derek Cobbing
Chamberlains Department
T: 020 7332 3519
E: derek.cobbing@cityoflondon.gov.uk

Appendix 1

Analysis by Service Managed	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph(s) Reference
<u>CITY CASH</u>					
West Ham Park	1,223	1,110	1,239	129	a)
Nursery*	0	0	0	0	
TOTAL (CITY'S CASH)	1,223	1,110	1,239	129	

Reasons for zero budget lines:

* The Nursery is a trading account where any surplus or shortfall go to reserve and nets to zero.

a) The increase of £129,000 in West Ham Park is mainly due to an increase of £181,000 in the City Surveyors Additional Works Programme (supporting comments can be found in paragraph 11) , offset by a reduction (£52,000) in Supplies & Services (mainly within Materials & Horticultural materials) to reflect a reduction in bedding.

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Appendix 2

Support Services from/to West Ham Park Committee	Actual 2015-16 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	Paragraph Reference
Support Services					
Central Recharges-					
City Surveyor's Employee Recharge	51	39	39	0	
Insurance	21	15	15	0	
I.S.Recharges - Chamberlain	42	32	31	(1)	
Support Services-					
Chamberlain (inc CLPS recharges)	51	49	50	1	
Comptroller and City Solicitor	6	7	7	0	
Town Clerk	34	35	32	(3)	
City Surveyor	9	9	9	0	
Total Support Services	214	186	183	(3)	
Recharges Within Fund					
Directorate Recharges	37	27	27	0	
Corporate and Democratic Core	(6)	(7)	(7)	0	
Total Recharges Within Fund	31	20	20	0	
Total Support Services	245	206	203	(3)	

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Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2016-17 £'000	Latest Approved Budget 2016-17 £'000	Movement 2016-17 OR to 2016-17 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	647	645	(2)	
Premises Related Expenses	L	55	64	9	
R & M (City Surveyor's Local Risk inc cleaning)	L	282	196	(86)	a)
Transport Related Expenses	L	32	42	10	
Supplies & Services	L	144	169	25	
Third Party Payments	L	17	15	(2)	
INCOME					
Customer, Client Receipts	L	(294)	(280)	14	

a) The decrease of £86,000 is due to the deferral of schemes that require significant lead-in time to later years in the programmes within the Additional Works Programme and projects introduced as part of the Cyclical Works Programme.

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Appendix 4

Service Based Review - Department Open Spaces Budget Reduction Programme

	15/16	16/17	17/18	Total	Budget	RAG	RAG
	£'000	£'000	£'000	£'000		16/17	17/18
West Ham Park Committee							
Sports Programme - Partnership delivery	0	6	6	12	West Ham Park	Delivered	
Sports Programme - Paddling Pools	0	9	0	9	West Ham Park	Delivered	
Staff Restructures - apprentice post (non-roadmap)	0	25	0	25	West Ham Park	Delivered	
Operational efficiencies - reduce bedding displays (non-roadmap project)	0	0	25	25	West Ham Park		
Operational Property - close nursery (non-roadmap project)	0	0	49*	49*	Nursery Repairs & Maintenance		
Café Programme - increase income	2	3	0	5	West Ham Park	Delivered	
Promoting our Services Programme - income from events	2	0	0	2	West Ham Park		
Learning programme	0	37	0	37	West Ham Park	Delivered	
TOTAL	4	80	80*	164			

* £49,000 of savings will be made in future years by the reduction of repairs and maintenance within the City Surveyor further to the closure of the Nursery.

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Committee(s)	Dated:
West Ham Park	05/12/2016
Subject: West Ham Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2016	Public
Report of: The Chamberlain	For Information
Report author: Derek Cobbing	

Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2016 for West Ham Park are presented in the format required by the Charity Commission.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

1. The Trustee's Annual Report and Financial Statements, in the format that is required by the Charity Commission, are presented for information. The draft accounts were circulated to your Chairman and Deputy Chairman. Subsequently the accounts have been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and have been audited.
2. Following the review of the charities for which the City is responsible a report to your Committee on 10th May 2010 detailed key reports that should be presented to your Committee in future. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual return to the Charity Commission.
3. Much of the information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.

Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31st March 2016

Derek Cobbing
Chamberlains department

T: 020 7332 3519

E: derek.cobbing@cityoflondon.gov.uk

WEST HAM PARK
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

Charity Number: 206948

WESTHAM PARK

Trustee's Annual Report and Financial Statements for the year ended 31 March 2016

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WEST HAM PARK

Trustee's Annual Report for the year ended 31 March 2016

1. Reference and Administration Details

Charity Name:	West Ham Park
Registered Charity Number:	206948
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The Mayor and Commonalty and Citizens of the City of London
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	Moore Stephens LLP 150 Aldersgate Street London EC1A 4AB

2. Structure, Governance and Management

The Governing Document and constitution of the charity

The governing documents are the indenture dated 20 July 1874 and the Schemes approved by the Charity Commission on 12 May 1981 and 27 September 1991. The charity is constituted as a charitable trust.

Trustee Selection methods

The Mayor and Commonalty and Citizens of London known as the City of London Corporation is the Trustee of West Ham Park ("the Park"). Elected Aldermen and Members of the City of London Corporation, together with four members nominated by the heir-at-law of the late John Gurney, one member nominated by the Benefice of West Ham Park and two members nominated by the London Borough of Newham, are appointed to the West Ham Park Committee governing West Ham Park by the Court of Common Council of the City of London Corporation.

Policies and procedures for the induction and training of trustee

The City of London Corporation makes available to its Members seminars and briefings on various aspects of the City's activities, including those concerning West Ham Park, as it considers necessary to enable the Members to efficiently carry out their duties.

WEST HAM PARK
Trustee's Annual Report for the year ended 31 March 2016

2. Structure, Governance and Management (continued)

Organisational structure and decision making process

The committee governing the charity's activities is noted above. The committee is ultimately responsible to the Court of Common Council of the City of London. The decision making processes of the Court of Common Council are set out in the Standing Orders and Financial Regulations governing all the Court of Common Council's activities. The Standing Orders and Financial Regulations are available from the Town Clerk at the registered address.

Details of related parties and wider networks

Details of any related party transactions are disclosed in Note 13 of the Notes to the Financial Statements.

Key management personnel remuneration

The trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The pay of the Director of Open Spaces is reviewed annually in-line with any uplift awarded to employees across the City of London Corporation. The City of London Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for contribution pay and recognition awards. If recruitment or retention of staff proves difficult, consideration is given to the use of market forces supplements in order to increase pay to a level that is competitive relative to similar positions in other organisations.

Risk identification

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the charity's assets, enhance productivity for service users and members of the public and protect the employees.

In order to embed sound practice, a Risk Management Group has been established in the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation. A key risk register has been prepared for this charity and has been reviewed by the committee acting on behalf of the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

WEST HAM PARK
Trustee's Annual Report for the year ended 31 March 2016

2. Structure, Governance and Management (continued)

Risk identification (continued)

There are 7 risks which have been identified as affecting all the Open Spaces are:

- Animal, Plant and Tree Diseases;
- Extreme weather;
- Poor repair and maintenance of buildings;
- Impact of Housing /Highways Development;
- Recruiting and retaining appropriately skilled staff;
- Ensuring the Health and Safety of staff, contractors and the Public; and
- Delivering the Departmental Road map Projects and Programmes – includes Finance and Service Based Review savings.

There is a system in place for monitoring each of these risks and mitigating actions are undertaken including training, strengthening controls and plans of action.

These risks are then broken down into more site specific risks in each areas own risk register, together with any risks that only relate to that site.

Risk which is specific to West Ham Park:

Public Behaviour – including crime, irresponsible dog owners, rough sleepers, user conflict, trespass and alcohol. Liaison with police has reduced both the impact from major to serious and the likelihood from possible to unlikely.

3. Objectives and Activities for the Public Benefit

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

The Park was purchased in 1874 from Mr John Gurney. The conveyance to the City of London Corporation provided that it was to be held on trust forever "as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth". The City of London Corporation agreed to maintain and preserve the Park for this purpose at its own cost. The Park is managed by a joint committee of 15 managers, eight of whom are appointed by the City of London Corporation, four by the heirs of the late John Gurney, one by the Parish of West Ham and two by the London Borough of Newham. The Park includes a nursery in which plants are grown either for use in the Park or for use for other City of London Corporation purposes on a cost plus overheads basis.

This charity is operated as part of the City of London Corporation's City's Cash. The City of London Corporation is committed to fund the ongoing net operational costs of the charity in accordance with the purpose which is to maintain and preserve the Park "as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth".

WEST HAM PARK

Trustee's Annual Report for the year ended 31 March 2016

4. Achievements and Performance

Key Targets for 2015/16 and review of achievement

The key targets for 2015/16 together with their outcomes were:

- **Plan for the implementation of 2016/17 budget savings agreed with the Chamberlain as part of the corporate Service Based Review process.** Overheads have been reduced and income increased to prepare for 2016/17 savings, which have been built into budget estimates.
- **Review the terms of the mobile catering concession with the aim of attracting a more comprehensive catering offer for the next three years.** Mobile catering concession extended for one year, at increased license fee, whilst a more varied offer of 'pop-up' concessions are trialled over summer 2016.
- **Investigate the feasibility of letting surplus lodge accommodation on a commercial basis.** 240 and 242 Upton Lane have been vacated and refurbished for letting for 2016 onwards.
- **Implement the recommendations of the Nursery service review after reporting to Committee.** Nursery review recommendations reported to Committee and decision taken to cease trading.
- **Align the Park's current education provision to the Education Strategy and support the bid for grant funding to ultimately achieve sustainable learning at West Ham Park.** Funding secured for new Learning Programme from April 2016; existing learning provision ceased.

A review of other achievements:

- Strategic partnership secured with the Lawn Tennis Association in order to improve tennis provision and increase participation;
- 9 tennis courts refurbished through Additional Works Programme, with additional support from LTA grant of £85,000;
- Rose garden refurbished and new borders created in Ornamental Gardens;
- Income from sport increased by one third.

All of the above achievements have or will contribute towards the enhancement of the Park for the benefit of the public.

5. Financial Review

Review of financial position

Income was received from: £635 public donations (2014/15:£50), £110,713 other grants (2014/15:£30,406), £966 interest (2014/15: £1,406), £209,799 sale of goods, products and materials (2014/15 £243,928), £40,172 fees and charges (2014/15: £54,506) and £98,345 from rents (2014/15: £97,230).The contribution towards the running costs of the charity amounted to £1,220,050 (2014/15: £990,409). This cost was met by the City of London Corporation's City's Cash.

Additions to land and capital expenditure on buildings are included in the financial statements as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

WEST HAM PARK

Trustee's Annual Report for the year ended 31 March 2016

5. Financial Review (continued)

Reserves Policy

The charity is wholly supported by the City of London Corporation which is committed to maintain and preserve West Ham Park out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. Consequently, this charity has no free reserves and a reserves policy is therefore not required. The charity has designated and restricted fund and details are set out in Note 12 of the Notes to the financial statements.

Going Concern

The Trustee considers the Park to be a going concern. Please see Note 1 (b) to the Financial Statements.

6. Plans for Future Periods

The plans for 2016/17 are:

- Plan for the implementation of 2017/18 budget savings agreed with the Chamberlain as part of the corporate Service Based Review process;
- Let surplus lodge accommodation on the most economically advantageous terms possible, in order to create an additional income stream and support point 1 above;
- Undertake a detailed options appraisal for the current Nursery site and identify a preferred option for future use. Decommission current service;
- Following trials over the summer, identify and agree future catering model for West Ham Park; and
- Increase income and participation levels for tennis, in accordance with targets set down in the Open Spaces Business Plan.

7. The Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015. The financial statements consist of the following and include comparative figures for the previous year.

- **Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the charity.
- **Balance Sheet** setting out the assets and liabilities of the charity.
- **Notes to the Financial Statements** describing the accounting policies adopted and explaining information contained in the financial statements.

WEST HAM PARK
Trustee's Annual Report for the year ended 31 March 2016

8. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the trust deed. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WEST HAM PARK
Trustee's Annual Report for the year ended 31 March 2016

9. Adopted and signed for on behalf of the Trustee on 15 November 2016.

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee
Guildhall, London

Roger A.H. Chadwick
Deputy Chairman of
Finance Committee
Guildhall, London

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF WEST HAM PARK

We have audited the financial statements of West Ham Park for the year ended 31 March 2016 which are set out on pages 11 to 24. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 144 the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at Year End and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF WEST HAM PARK
(CONTINUED)**

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Moore Stephens LLP

Statutory Auditor

150 Aldersgate Street
London
EC1A 4AB

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

WEST HAM PARK

Statement of Financial Activities for the year ended 31 March 2016

	Notes	Unrestricted Funds			2015/16	2014/15
		General Fund	Designated Funds	Restricted Fund		
		£	£	£		
Income and endowments from:						
Income from						
Donations and legacies		885	-	110,463	111,348	30,456
Charitable activities		348,316	-	-	348,316	395,664
Grant from City of London Corporation		1,220,050	-	-	1,220,050	990,409
Investments		966	-	-	966	1,406
Total	4	1,570,217	-	110,463	1,680,680	1,417,935
Expenditure on:						
Charitable activities		1,570,217	9,995	105,096	1,685,308	1,494,193
Total	5	1,570,217	9,995	105,096	1,685,308	1,494,193
Net (expenditure)/income		-	(9,995)	5,367	(4,628)	(76,258)
Transfers between funds		-	-	-	-	-
Net movements in funds		-	(9,995)	5,367	(4,628)	(76,258)
Reconciliation of funds						
Total funds brought forward	12	-	38,516	1,680	40,196	116,454
Total funds carried forward	12	-	28,521	7,047	35,568	40,196

All operations are continuing.

WEST HAM PARK

Balance Sheet as at 31 March 2016

	Notes	2016 £	2015 £
Fixed Assets			
Tangible Assets	9	99,951	109,946
		99,951	109,946
Current Assets			
Debtors	10	66,503	23,488
Cash at bank and in hand		(696)	46,965
		65,807	70,453
Creditors: Amounts falling due within one year	11	(130,190)	(140,203)
Net Current Liabilities/Assets		(64,383)	(69,750)
Total Assets Less Current Liabilities		35,568	40,196
The funds of the charity			
Unrestricted income fund			
Designated Funds	12	28,521	38,516
Restricted Fund	12	7,047	1,680
Total Charity Funds		35,568	40,196

Approved and signed for and behalf of the Trustee

The Notes at pages 13 to 24 form part of these accounts.

Dr Peter Kane
Chamberlain of London
15 November 2016

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2016

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) *Basis of Preparation*

West Ham Park is a public benefit entity and the accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared for the first time in accordance with the new Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

(b) *Going Concern*

The governing documents place an obligation on the City of London Corporation to hold West Ham Park as an open public grounds and gardens for the resort and recreation for adults and as playground for children and youth. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is prepared for City's Cash. The latest forecast to the period 2019/20 anticipates that adequate funding will be available to enable the City's Cash to continue to fulfil its obligations. On this basis the Trustee considers the Park to be a going concern for the foreseeable future.

The trustees have considered the proposed closure of the West Ham Nursery and the resulting loss of income as part of their assessment of Going Concern. In light of the funding of the Trust by the City of London Corporation, the closure is not deemed to raise a question over the Going Concern status of the Trust.

(c) *Statement of Cash Flows*

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2016 which is publicly available and can be found at www.cityoflondon.gov.uk.

(d) *Fixed Assets*

Heritage Land and Associated Buildings

West Ham Park comprises 31 hectares (77 acres) of land, together with associated buildings, located in the London Borough of Newham. The objects of the charity are to hold West Ham Park as open public grounds and gardens for the resort and recreation for adults and as playground for children and youth. West Ham Park is considered to be inalienable (i.e. may not be disposed of without specific statutory powers). Land and associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2016

1. Accounting Policies (continued)

(d) Fixed Assets (continued)

Heritage Land and Associated Buildings (continued)

Additions to the original land and capital expenditure on buildings are included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

Tangible Fixed Assets

These are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. Land is not depreciated and other fixed assets are depreciated from the year following that of their acquisition. Typical asset lives are as follows:

	Years
Equipment	5 to 15

(e) Recognition of capital expenditure

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised provided that the expenditure is material (generally in excess of £50,000) and the asset yields benefits to the City of London, and the service it provides, for a period of more than one year. This excludes expenditure on routine repairs and maintenance of fixed assets which is charged directly within service costs.

(f) Income Recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

(g) Grants received

Grants are included in the Statement of Financial Activities in the financial year in which they are entitled to be received.

(h) Contribution from City's Cash

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides grant funding for certain capital works and this income is recognised in the Statement of Financial Activities when it is due from the City of London Corporation's City's Cash.

(i) Volunteers

No amounts are included in the Statement of Financial Activities for services donated by volunteers, as this cannot be quantified.

(j) Donations and legacies

Donations and legacies comprises public donations, non-government grants and interest from a capital receipt in respect of the sale of property at 240 Upton Road.

(k) Rental income

Rental income is included in the Charity's incoming resources for the year and amounts due but not received at the year end are included in debtors.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2016

1. Accounting Policies (continued)

(l) **Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(m) **Allocation of costs between different activities**

The City of London Corporation charges staff costs to the charitable activity costs on a time spent basis. Associated office accommodation is charged out proportionately to the square footage used. All other costs are charged directly to the charitable activity.

(n) **Pension Costs**

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £482.6m as at 31 March 2016 (£498.2m as at 31 March 2015). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. Following the statutory triennial valuation of the pension fund as at 31st March 2013, completed by independent consulting actuaries, an employer's contribution rate of 17.5% has been applied for 2014/15, 2015/16 and 2016/17. An updated triennial valuation is being undertaken as of 31 March 2016 which will inform consideration of the employer's contribution rate to be adopted from 2017/18. There are no outstanding or pre-paid contributions at the balance sheet date.

(o) **Fund Accounting**

The Park may, at the Trustee's discretion, set aside funds, which would otherwise form part of general funds, for particular purposes. These funds are known as designated funds. The purposes of these funds are described in Note 12 to the accounts. Restricted funds are those received by the Park to be used only for the purpose set out in the conditions of the grant. The purposes of these funds are described in Note 12 to the accounts.

2. Tax Status of the Charity

West Ham Park is a registered charity and as such its income and gains are exempt from income tax to the extent that they are applied to its charitable objectives.

3. Indemnity Insurance

The City of London Corporation takes out indemnity insurance in respect of all its activities. The charity does not contribute to the cost of that insurance.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2016

4. Income and endowments

Income and endowments are comprised as follows:

	Unrestricted Funds £	Restricted Funds £	2015/16 £	2014/15 £
Income and endowments from:				
Donations and legacies				
Public donations	635	-	635	50
Grants	250	110,463	110,713	30,406
Investments	966	-	966	1,406
Grant from City of London Corporation	1,220,050	-	1,220,050	990,409
	1,221,901	110,463	1,332,364	1,022,271
Income from charitable activities				
Sale of goods, products and materials	209,799	-	209,799	243,928
Fees and charges	40,172	-	40,172	54,506
Rents	98,345	-	98,345	97,230
	348,316	-	348,316	395,664
Total income and endowments	1,570,217	110,463	1,680,680	1,417,935

Restricted Fund

City Bridge Trust

Funding from City Bridge Trust to engage 3 people to undertake horticultural training across a range of sites. A grant of £27,894 was given by the City Bridge Trust in 2015/16 (2014/15: £30,406). 2015/16 was the final year of this three year grant.

Lawn Tennis Association

West Ham Park has secured funding of £85,000 from the Lawn Tennis Association for the resurfacing of 9 tennis courts. £82,569 was received towards the tennis court works completed in 2015/16.

Sales, fees and charges

Sales relate to income from the sale of bedding plants. Fees and charges income relates to income received for use of sports facilities, sports tuition fees and charges for floral decorations.

Grant from City of London Corporation

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity.

WEST HAM PARK
Notes to the Financial Statements for the year ended 31 March 2016

5. Expenditure

Expenditure is analysed between activities undertaken directly and support costs as follows:

	Activities undertaken directly £	Support costs £	2015/16 £	2014/15 £
Charitable activities	1,434,048	251,260	1,685,308	1,494,193
Total expenditure	1,434,048	251,260	1,685,308	1,494,193

No resources are expended by third parties to undertake charitable work on behalf of the charity.

Charitable activities

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred as the running costs of West Ham Park.

Auditor's remuneration and fees for external financial services

Moore Stephens are the auditors of the City of London City's Cash. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the Trust during the year or in the previous year.

Trustee's expenses

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the city. However, Members may claim travelling expenses in respect of activities outside the city and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expense claims were made in 2015/16 (2014/15: Nil).

6. Support Costs

The cost of administration which includes the salaries and associated costs of officers of the City of London Corporation, together with premises and office expenses, is allocated by the City of London Corporation to the activities under its control, including this charity, on the basis of employee time spent on the respective services. These expenses include the cost of administrative and technical staff and external consultants who work on a number of the City of London Corporation's activities.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2016

6. Support Costs (continued)

Support costs allocated by the City of London Corporation to the charitable activities are as follows:

	Charitable activities £	2015/16 £	2014/15 £
Department			
Chamberlain	51,243	51,243	52,145
Comptroller & City Solicitor	6,226	6,226	3,026
Open Spaces Directorate	37,131	37,131	52,557
Town Clerk	33,900	33,900	32,765
City Surveyor	60,332	60,332	57,568
Information Systems	41,889	41,889	23,692
Other governance and support costs	20,539	20,539	26,556
Total support costs	251,260	251,260	248,309

The main support services provided by the City of London Corporation are:

Chamberlain	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
Comptroller and City Solicitor	Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.
Open Spaces Directorate	Expenditure incurred by the Directorate, which is recharged to all Open Spaces Committees under the control of the Director of Open Spaces. The apportionments are calculated on the basis of budget resources available to each open space charity.
Town Clerk	Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.
City Surveyor	Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.
Information Systems	The support and operation of the City of London Corporation's central and corporate systems on the basis of usage of the systems; the provision of "desktop" and network support services and small IS development projects that might be required by the charity.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2016

6. Support Costs (continued)

Other governance costs Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.

7. Staff Numbers and Costs

The full time equivalent number of staff employed by the City of London Corporation charged to West Ham Park in 2015/16 is 21 (2014/15 21) at a cost of £732,946 (2014/15 £729,803). The table below sets out the employment costs and the full time equivalent staff charged directly to the charity.

	No of employees	Gross Pay £	Employers' National Insurance £	Employers' Pension Contribution £	Total £
2015/16 Charitable activities	21	595,410	41,060	96,476	732,946
2014/15 Charitable activities	21	588,275	42,215	99,313	729,803

There were no employees whose total employee benefits were above the £60,000 threshold (2014/15 Nil).

The trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £7,888 in 2015/16 (2014/15: £7,839). Trustees are unpaid and do not receive allowances.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

8. Heritage Assets

Since 1874 the primary purpose of the Charity has been the preservation of West Ham Park for the recreation and enjoyment of the public. Land and associated buildings are considered to be heritage assets. As set out in accounting policy 1(d), the original heritage land and buildings are not recognised in the Financial Statements.

Policies for the preservation and management of West Ham Park are contained in the West Ham Park Management Plan 2010. Records of heritage assets owned and maintained by West Ham Park can be obtained from the Director of Open Spaces at the principal address which is set out on page 2.

Additions made to heritage land or buildings, where relevant information is available, are included at historic cost less accumulated depreciation in accordance with Note 1 (d).

WEST HAM PARK
Notes to the Financial Statements for the year ended 31 March 2016

9. Tangible Fixed Assets

At 31 March 2016 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £99,951 (31 March 2015: £109,946) as set out below.

	Equipment £	Total £
<u>Cost</u> At 1 April 2015 and 31 March 2016	146,828	146,828
<u>Depreciation</u> At 1 April 2015	36,882	36,882
Charge for year	9,995	9,995
At 31 March 2016	46,877	46,877
<u>Net book values</u> At 31 March 2016	99,951	99,951
At 31 March 2015	109,946	109,946

10. Debtors

Debtors consist of amounts owing to the charity due within one year.

The debtors figure consists of:

	2016 £	2015 £
Other Debtors	7,751	3,128
Rental Debtors	1,065	225
Recoverable VAT	50,245	9,395
Payments in Advance	7,442	10,740
Total	66,503	23,488

WEST HAM PARK
Notes to the Financial Statements for the year ended 31 March 2016

11. Creditors

Creditors consist of amounts due within one year.
 The creditors figure consists of:

	2016 £	2015 £
Trade Creditors	5,181	21,939
Accruals	88,458	38,172
Other Creditors	14,506	57,707
Receipts In Advance	22,045	22,385
Total	130,190	140,203

12. Movements of Funds during the year to 31 March 2016

	Fund balances brought forward £	Income £	Expenditure £	Transfers £	Gains and losses £	Fund balances carried forward £
Unrestricted Funds						
<i>General Funds</i>	-	1,570,217	(1,570,217)	-	-	-
<i>Designated Funds</i>						
West Ham Park Nursery	(71,430)	-	-	-	-	(71,430)
Tangible Fixed Assets	109,946	-	(9,995)	-	-	99,951
	38,516	-	(9,995)	-	-	28,521
Total Unrestricted Funds	38,516	-	(9,995)	-	-	28,521
Restricted Funds						
City Bridge Trust	1,680	110,463	(105,096)	-	-	7,047
Total Restricted Funds	1,680	110,463	(105,096)	-	-	7,047
Total Funds	40,196	1,680,680	(1,685,308)	-	-	35,568

WEST HAM PARK

Notes to the financial statements for the year ended 31 March 2016

12. Movement of Funds during the year to 31 March 2016 (continued)

Notes to the funds

Unrestricted funds

General fund

The General fund has a balance of nil as the operating deficit of the charity is financed by the City of London Corporation.

Designated funds

West Ham Park Nursery

The West Ham Park Nursery produces seasonal plants for all the open spaces maintained by the City of London, as well as a floral decoration service for ceremonial functions at Guildhall, Mansion House and other City of London Corporation buildings. At the end of the year, any trading surplus or deficit on the General Fund is transferred to a Designated Fund which is the total net accumulated surplus held against possible future deficits on the Nursery account. Should the Nursery account be in surplus in the medium term the Trustees may agree to transfer part of this to the main Park.

The Nursery had a couple of consecutive years deficits which was then part offset by the main Park's underspend. Nursery review recommendations by the Superintendent of West Ham Park was reported to Committee and decision was taken to cease trading. The remaining deficit will be offset against future West Ham Park underspends.

Tangible Fixed Assets

Designated funds consist of Tangible Fixed Assets at historic cost less accumulated depreciation in accordance with Note 1 (d).

Restricted funds

City Bridge Trust

The existing 3 year grant awarded in 2013/14 is to engage 3 young people to undertake horticultural training across a range of sites. The scheme ended in August 2015 and it is anticipated that the balance held will be returned to City Bridge Trust.

WEST HAM PARK

Notes to the financial statements for the year ended 31 March 2016

13. Related Party Transactions

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under “Expenditure on charitable activities” and an explanation of these services is set out in Note 6 for the support costs of £251,260 (2014/15: £248,309). The City of London Corporation’s City’s Cash meets the deficit on running expenses of the charity. This amounted to £1,220,050 (2014/15: £990,409) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable Trusts. These Trusts do not undertake transactions with West Ham Park. A full list of other charitable Trusts of which the City of London Corporation is Trustee is available on application to the Chamberlain of the City of London.

Members of the City of London Corporation responsible for managing the Park are required to comply with the Relevant Authority (model code of conduct) Order 2001 issued under the Local Government Act 2000 and the City of London Corporation’s guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation’s code of conduct.
- a register of interests is maintained.
- pecuniary and non-pecuniary interests are declared during meetings.
- Members do not participate in decisions where they have an interest.

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests.

In this way, as a matter of policy and procedure, the City Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members and officers interests which require separate reporting. Transactions are undertaken by the Park on a normal commercial basis.

WEST HAM PARK

Notes to the financial statements for the year ended 31 March 2016

14. Transition to FRS 102

These financial statements for the year ended 31 March 2016 are the Charity's first financial statements that comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland'. The Charity's date of transition to FRS 102 is 1 April 2014. The Charity's last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 March 2015.

The following table shows that there was no difference between income and expenditure presented under the previous UK GAAP and the newly presented amounts under FRS 102 for the reporting period ended at 31 March 2015 (ie comparative information). The table also shows funds determined in accordance with the FRS 102 compared to funds determined in accordance with previous UK GAAP at both 1 April 2014 (the date of transition to FRS 102 – nil change) and 31 March 2015 (nil change).

There have been no changes in accounting policies made on first-time adoption of FRS 102.

Group	Note	Funds as at 1 April 2014	Net expenditure for the year ended 31 March 2015	Funds as at 31 March 2015
		£	£	£
As previously stated under former UK GAAP		116,454	(76,258)	40,196
		_____	_____	_____
No changes		-	-	-
		_____	_____	_____
As stated in accordance with FRS 102		116,454	(76,258)	40,196
		_____	_____	_____

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