



## West Ham Park Committee

**Date:** MONDAY, 4 DECEMBER 2017  
**Time:** 12.15 pm  
**Venue:** COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL

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

**Enquiries:** **Natasha Dogra**  
[natasha.dogra@cityoflondon.gov.uk](mailto:natasha.dogra@cityoflondon.gov.uk)

**Lunch will be served in the Guildhall Club at 1pm**

**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 Director of Open Spaces.  

**For Information**  
(Pages 5 - 6)
  5. **OPEN SPACES BUSINESS PLAN**  
Report of the Director of Open Spaces.  

**For Decision**  
(Pages 7 - 26)
  6. **REVENUE & CAPITAL BUDGETS - 2017/18 & 2018/19**  
Report of the Director of Open Spaces.  

**For Decision**  
(Pages 27 - 66)
  7. **WEST HAM PARK SPORTS FEES AND CHARGES**  
Report of the Director of Open Spaces.  

**For Decision**  
(Pages 67 - 74)
  8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**
  10. **EXCLUSION OF THE PUBLIC**  
RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.  

**For Decision**
- Non-public Agenda**
11. **CLAIM FOR ADVERSE POSSESSION**  
Report of the Director of Open Spaces.  

**For Decision**  
(Pages 75 - 84)
  12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

## WEST HAM PARK COMMITTEE Wednesday, 11 October 2017

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms  
- Second Floor West Wing, Guildhall on Wednesday, 11 October 2017 at 12.15 pm

### Present

#### Members:

Wendy Mead (Chief Commoner)  
Graeme Smith (Chairman)  
Justin Meath-Baker  
Robert Cazenove  
Catherine Bickmore  
Councillor Bryan Collier MBE  
The Rev. Stennett Kirby

#### Officers:

Alison Elam	- Group Accountant, Chamberlain's Department
Martin Rodman	- Superintendent, West Ham Park and City Gardens
Natasha Dogra	- Town Clerk's Department
Colin Buttery	- Director of Open Spaces & Heritage

#### 1. APOLOGIES

Apologies had been received from Alderman Ian Luder, Oliver Sells, Karina Dostalova, Jeremy Simons and Michael Welbank.

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

There were no declarations of interest.

#### 3. MINUTES

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

#### 4. SUPERINTENDENT'S UPDATE

Members noted an update from the Superintendent of West Ham Park and noted that the budget for West Ham Park is currently in line with anticipated expenditure

for this time of year. The gardening team saw one of its gardeners leave in August, this place is currently being filled by a temporary position. A further temporary member of staff has also been assisting with duties over the busy summer months. Five individuals were interviewed for an apprentice position at West Ham Park, the successful candidate has been offered the post and subject to references will start work with the team and join Capel Manor College in October.

In response to a query regarding the Wildlife Garden it was noted that the use of the wildlife garden at the rear of East Lodge has recently been reviewed. The garden is not big enough to accommodate a whole class of children and the pond is in need of renovation due to the liner being punctured. A future report will be brought to Committee regarding the extension of the garden as this would increase the area of land that is enclosed and therefore would have restricted public use.

In regards to property matters, Members noted the following:

- Nursery update: Tenders have been received for the appointment of a consultant to progress the nursery project. These are currently being reviewed by the Park Manager, City Surveyor and Project Manager.
- Upton Lane Lodges: 240 and 242 Upton Lane properties came to the end of

the first year of being externally leased in September. Both of the original tenants are still resident in the properties. Strutt and Parker have completed an inspection of the properties to ensure that expected standards are being maintained and both properties are being well looked after.

- Park Cottage: the completion of the refurbishment works at Park Cottage has

been delayed due to a problem with one of the windows, but it is anticipated that this should be completed by early October.

- Mobile food concessions: The wet August weather resulted in low numbers of park visitors and consequentially sales at the 'Snack Shack' were not as high as anticipated, however, a very warm bank holiday weekend helped to compensate for this. Snack Shack are continuing to trade on site at weekends until the end of September and then will remove their trailer.

#### 5. **BRINGING COMMUNITIES TOGETHER: EVALUATION OF 2017 EVENT AND PROPOSAL FOR 2018**

Members noted that West Ham Park hosted a 'Bringing Communities Together' event featuring funfair rides, community and faith stalls, food and concessions on the 29<sup>th</sup> and 30<sup>th</sup> July 2017. Around 2,500 people attended the event, which was well received by local people.

In response to a query it was noted that minimal damage was caused to the park's grassland area which has also undergone reparation works to relieve compaction. The organisers would like to repeat the event in 2018. The Committee agreed that the event helped to bring new people to the park who might not otherwise visit it. It was noted that the event was open to all communities and should not be seen as an event for one community only.

Resolved – that Members:

- Approved the proposal to repeat the event in 2018
- Delegated authority to the Superintendent to finalise details of the 2018 event, event fee (including deposit and reinstatement), cancellation policy and pricing structure for fairground rides, food and other items to be sold by stall holders.

6. **WEST HAM PARK PLAYGROUND REFURBISHMENT**

Members noted that West Ham Park is a 77 acre award winning park in East London owned and managed by the City of London Corporation. It receives 1.3 million visitors per year and is the largest green space in the London Borough of Newham. The playground and paddling pool are popular facilities with 383,000 visitors being recorded in 2016.

In response to a query it was noted that a playground has been provided in West Ham Park since 1937. The last refurbishment took place in 1986 when all equipment was replaced and safety surface added. Members were also informed that a master plan was created in 2010 and 10 items of equipment were replaced with external funding. The remaining 15 items of equipment are now over 20 years old and require urgent replacement. The 2010 master plan does not reflect the changes in play design and safety standards that have taken place in the intervening years. Therefore a complete strategy refresh is required in order to meet those changes and provide a facility that is fit for purpose.

Officers informed Members that the playground contains a supervised paddling pool which has been provided since 1966 and is currently open daily in the summer. The cost of supervising the paddling pool with a first aid qualified member of staff and the maintenance costs associated with its upkeep mean that its future is being considered and alternative methods of water play sought.

Resolved – That Members approved the gateway 1 and 2 proposals.

7. **YEAR 1 REVIEW OF LEARNING IN OPEN SPACES**

Members noted that the Green Spaces, Learning Places, the Open Spaces Department's new innovative learning programme, was launched in April 2016 and has reached over 45,000 children, young people and adults in the first year of delivery. This programme represents a key method for the City of London to contribute to the health and wellbeing of residents of some of London's most deprived communities through connecting them more powerfully to their local green spaces.

The programme has achieved overwhelming success as highlighted in the first year evaluation report. However, the future of the project remains at risk due to uncertainty over the long term funding arrangements for the core areas of the work.

**Resolved – that the report be received.**

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

There were no questions.

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

The Superintendent informed the Committee that he had received a B107 Registration Notice based on adverse land possession. Members noted that this small area of land lay outside of the park boundaries and had been transferred to the City in 1978 from the London Borough of Newham. The Comptrollers and City Solicitor's Department had registered an objection to the notice whilst a full investigation took place.

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Chairman

**Contact Officer: Natasha Dogra**  
**[natasha.dogra@cityoflondon.gov.uk](mailto:natasha.dogra@cityoflondon.gov.uk)**

<b>Committee:</b>	<b>Date:</b>
West Ham Park	4 December 2017
<b>Subject:</b> Superintendent's Update	<b>Public</b>
<b>Report of:</b> Superintendent of Parks and Gardens	<b>For Information</b>
<p><b>Summary</b></p> <p>This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since October 2017</p> <p><b>Recommendation</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the report</li> </ul>	

## Main Report

### **Budget and Personnel**

1. The budget for West Ham Park is currently in line with anticipated expenditure for this time of year, with the exception of income from property which is currently higher than anticipated. This is due to the rent review of The Cedars yielding a higher than anticipated increase following protracted negotiations. This income is being used to fund fees and charges relating to the first phase of the Playground Improvement Project.
2. The apprentice gardener is settling in well and will begin college in January 2018. Recruitment is currently taking place for the vacant gardener position.

### **Community, Volunteering, Outreach and events**

3. Wild East Project: Autumnal craft activities have been the focus for the wild east team with hedgehogs formed from oak leaves and pine cone bird feeders being a big success with local children. A 'Wild East Explorers leaflet' is also being developed for the park. It will contain a map on one side showing important historical and ecological features of the park, with the reverse showing larger illustrations and short descriptions. The leaflet will be given out by volunteers during the Wild East Trike sessions.
4. Wild Schools: The whole of Elmhurst primary school (690 pupils) had an 'escape to the park day' during which time they were carrying out geography based activities looking at the history and biodiversity of the park. Gallion's

Primary school have also been exploring the garden and created mini beast habitats in the vegetable garden, with a total of 90 children taking part.

5. Friends of West Ham Park: The Bat Walk on 22nd September attracted 25 members of the public. The bats were few but most people saw or heard them. After the event was over the friends had more activity including picking up evidence of Brown long-eared bat. This is the second most common bat in the UK but it is the first time one has been detected one in the Park. The friends busy autumn season has continue with twelve volunteers working in the wildlife garden on the 29<sup>th</sup> October, when the group planted aquatic plants in the newly refurbished pond and helped with general garden maintenance. The 5<sup>th</sup> November brought a fine day and over 100 local people and their families to the Leaf pile event. Remaining events for 2017 are:
  - a. 22<sup>nd</sup> November 6pm – Stargazing
  - b. 8<sup>th</sup> December – Park in the Dark and Moon Watch
6. Wildlife Garden: As mentioned above the pond in the wildlife garden at the rear of East lodge has been renovated, with a new liner added and a new pond dipping platform. The Park Manager has been working with the Wild Schools Officer to finalise the report for the extension of the garden which will be brought to this Committee in February.

### **Operational activities**

7. Football Fair: Upton Park Football club held a commemorative match in the park on the 5<sup>th</sup> November to commemorate the first game played in the FA cup. The match attracted 65 spectators, but created much social media interest. The game was also featured on Talk Sport radio. Upton Park beat Clapham Rover 5 – 1.

### **Property Matters**

8. Nursery update: The Nursery Project board team met with the appointed consultants on the 1<sup>st</sup> November to talk through the project. The consultants are working up more detailed options and it is anticipated that a workshop with the Options Review Group will be held early in 2018.
9. 240 and 242 Upton Lane Lodges: The existing tenants are still resident at both properties and have agreed to rent increases of £50 per annum. This came into effect from the 1<sup>st</sup> October 2017.

### **Appendices**

- None

### **Lucy Murphy**

West Ham Park Manager

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<b>Committee:</b>	<b>Date:</b>
Hampstead Heath, Highgate Wood & Queen's Park Epping Forest & Commons Open Spaces & City Gardens West Ham Park	15 November 20 November 4 December 2017 4 December 2017
<b>Subject:</b> Draft Departmental Business Plan 2018/19 – Open Spaces	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b>Report author:</b> Esther Sumner	

## Summary

This report presents for information the draft high-level business plan for the Open Spaces Department for 2018/19. It is presented alongside the departmental estimate report to enable the draft ambitions and objectives to be discussed in conjunction with the draft budget for the forthcoming year.

## Recommendation

Members are asked to note the Open Spaces Department's draft high-level business plan for 2018/19 and provide feedback.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments have again been asked to produce high-level plans in draft, this time to be presented to Service Committees alongside the departmental estimate reports, so that draft ambitions can be discussed at the same time as draft budgets. This represents a first step towards integrating budget-setting and priority-setting.
3. Discussions are also taking place on aligning other key corporate processes with the corporate and business plans, such as workforce planning and risk management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council in March.

4. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate its resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July, and is being used for staff engagement between September and November. Members should therefore start to see closer alignment between the departmental business plans and the draft outcomes from the Corporate Plan.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to corporate objectives.

#### **Draft high-level plan**

7. This report presents at Appendix 1, the draft high-level plan for 2018/19 for the Open Spaces Department.

#### **Open Spaces Department**

8. The current draft summary plan maintains the themes previously approved by Members but there has been some alteration in emphasis to better align with the corporate plan. As previously, this plan reflects the complete breadth of the department – our open spaces sites in the City of London and the 14 beyond its borders, the Cemetery & Crematorium and Tower Bridge & Monument.

#### **Draft outcomes statement**

9. Draft outcome statements (Appendix 2) are also being developed to explain the links between the corporate plan and the business plan, and to help the department to demonstrate the impact of its activities by focusing on why we do things (and therefore whether this was effective), not what we do. Appendix 2 shows the a snapshot of the department's developing work in this area. Members comments are welcomed on this approach and the proposed outcome statements. A further process of refinement is required to consolidate and crystallise the key outcomes for the departments across our diverse service areas.

#### **Corporate & Strategic Implications**

10. The Open Spaces & Heritage business plan has strong alignment across the three themes of the corporate plan. The alignment between the departmental outcomes and the corporate plan is included within Appendix 2. Member's attention is particularly drawn to the department's contribution with respect to:
  - The City positively impacts people and the environment

- The Square Mile has outstanding public spaces, heritage, hospitality and retail
- People enjoy good health and wellbeing
- People have access to suitable accommodation in cohesive communities
- People lead enriched lives and can reach their full potential

### **Health Implications**

11. Research has demonstrated the positive impact that green spaces and cultural activities have on health & wellbeing. Examples include reductions in social isolation, opportunities to exercise and a sense of connection to place.

### **Conclusion**

12. This report presents the draft high-level plan for 2018/19 for the Open Spaces Department in order that Members are able to feed into this plan at an early stage. A final plan will be presented for approval prior to the start of the 2018/19 financial year. Members comments are also sought on the draft outcomes statements included at Appendix 2.

### **Appendices**

- Appendix 1 – Draft high-level business plan 2018/19
- Appendix 2 – Draft outcome statements

### **Esther Sumner**

Business Manager

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**We enrich people's lives by providing access to ecologically diverse green spaces and outstanding heritage assets**

**Our ambitions are that:**

- All our habitats are ecologically thriving and diverse 🌱
- Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all ✨
- Our heritage is preserved and we share history and stories through our spaces and buildings ⚙️
- We provide leadership which is grounded in our innovative practices, expertise and research ☆

**What we do is:** Protect and provide access to green space, preserve heritage, conserve and enhance biodiversity, share history, and provide respectful commemoration and disposal of the dead in a beautiful heritage environment:

	<b>Our total budget is:</b>		
	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens			
Epping Forest			
Hampstead Heath, Highgate Wood, Queen's Park & Keats House			
Monument			
The Commons (Burnham Beeches, Stoke Common and City Commons)			
Tower Bridge			
West Ham Park			
City of London Cemetery & Crematorium			
<b>Total</b>			

**Our top line objectives are:**

- Protect and conserve the ecology, biodiversity and heritage of our sites 🌱
- Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities ✨⚙️
- Improve the health and wellbeing through inclusive access to green space and heritage ✨
- Embed responsible business practices and ensure our workforce are supported and developed ☆
- Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours. (2%)

**Departmental programmes and projects**

- Ensure our services are inclusive, accessible and welcoming to all (Equalities Board) ✨
- Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service (2%) ✨
- Increase participation and improve management of sports (Sports Programme) ✨

**What we'll measure:**

**See emerging outcomes framework**

Service outcomes

- Ecological condition
- Visitor experience
- Green Flags and Green Heritage awards
- Knowledge of learning participants
- Intention of learning participants to visit again
- Volunteering participation and experience

- Protect our open spaces and generate income from Wayleaves Programme (2%)⚡
- Develop and deliver fundraising options (Fundraising Board) (2%)
- Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) ® (2%)☆
- Reduce fleet operating and maintenance costs (Fleet Programme) ®(2%)☆
- Protect our heritage at risk: develop and implement actions at Wanstead Park and Bunhill Fields ⚡®
- Establish a fully accessible education facility at Tower Bridge ⚡
- Achieve a stand-alone visitor centre at the Monument ⚡
- Develop and agree a sustainable model for delivering learning ❄️☆

#### Corporate programmes and projects

- Support the development and delivery of the emerging Responsible Business Strategy ®☆
- Provide 14 apprenticeships within the department ☆®
- Ensure efficient use of property and reduction in maintenance costs (Operational Property Review)
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) ☆
- Support the development of asset management plans and master plans for each site ®⚡

#### • Condition of heritage assets Service outputs

- Number and market share of burials and cremations
- Sports played and efficiency of use: tennis, golf, football
- Customer service standards

#### Operational

- Accreditations
- Staff satisfaction
- H&S accident investigations
- Sickness absence
- Utility consumption
- Electricity generation
- Website visits and social media engagement

#### Financial

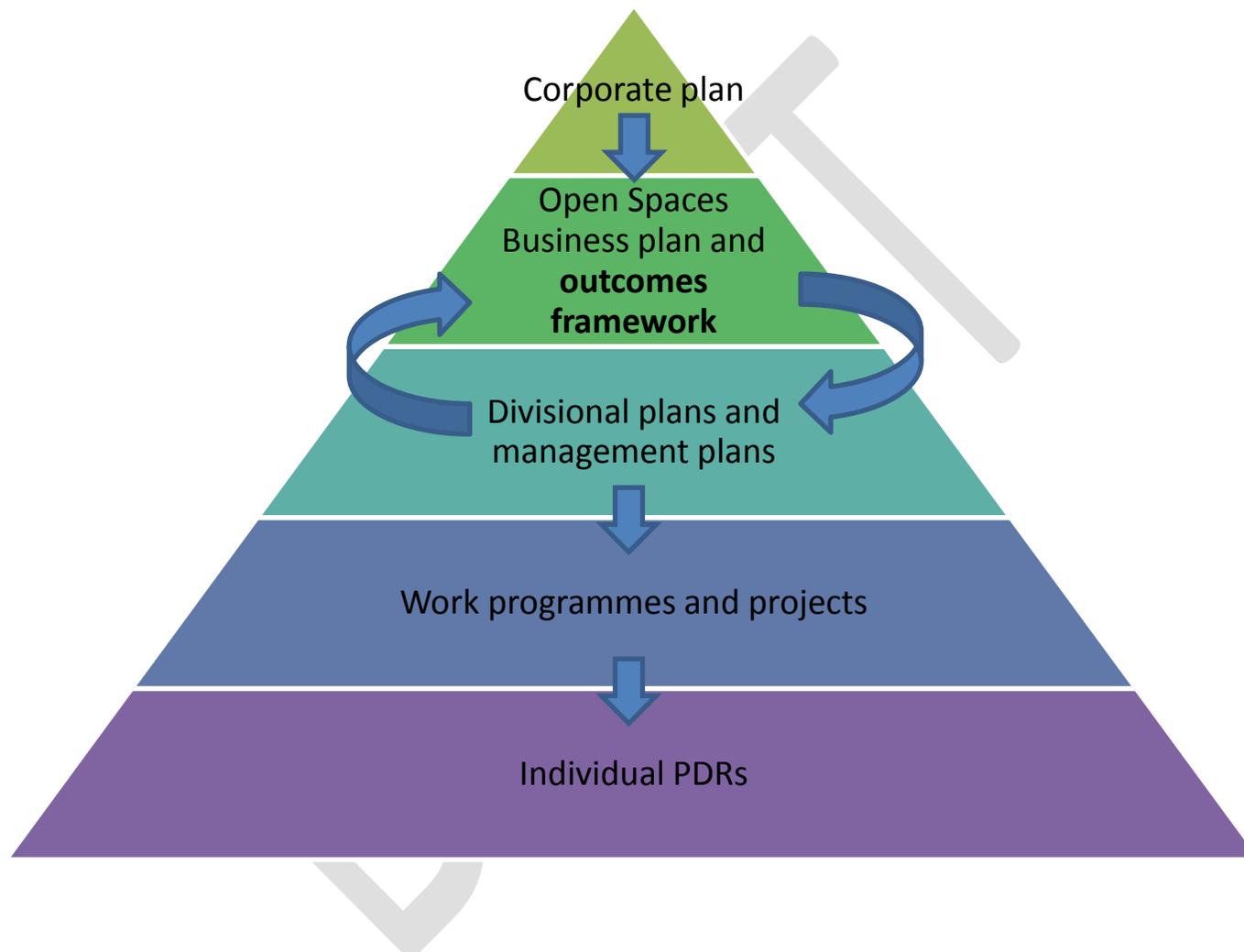
- Income⚡

#### How we plan to develop our capabilities this year

- Understand and demonstrate our benefit to society by refining our outcomes framework ⚡®
- Appropriate and effective use of data, including compliance with General Data Protection Regulations ®
- Use GIS to support management of sites and enhance visitor information ⚡
- Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts (2%)
- Enhance customer service through use of CRM ❄️

#### What we're planning to do in the future:

- Deliver opportunities arising from improved management capability from the Open Spaces Bill (2%)⚡❄️⚡
- Improve our approach to workforce planning to support our ageing workforce and ensure our workforce is reflective of the community we serve ☆
- Develop the cultural profile of the department's heritage attractions (2%)⚡
- Complete the process of land registration ⚡



Draft Open Spaces outcomes framework

	Our DRAFT outcomes	Measures	Link to our business plan	Linked draft corporate plan outcome statement
<b>1</b>	<b>1. Habitats and biodiversity are conserved, enhanced and resilient</b>			
1a	The Open Spaces provide high quality, thriving habitats whose value and biodiversity is optimised	<p>Green flags</p> <p>Favourable or improving rating</p> <p>% active managed</p> <p>Current management plan for each site</p> <p>All management activities are compliant with environmental legislation</p> <p>Conservation targets from Nature of the City (these may need review)</p>	All our habitats are ecologically thriving and diverse	<p>Providing access to thriving and bio-diverse green spaces for physical activity, recreation and learning</p> <p>Unlocking the full potential of our many assets: our heritage</p>

**Draft Open Spaces outcomes framework**

1b	The Open Spaces contribute to London’s green infrastructure	<p>No loss of COL open space to encroachment</p> <p>Recommendation from the Green Infrastructure Taskforce to investigate Natural Capital Accounting</p>	All our habitats are ecologically thriving and diverse	<p>Promoting greening and animation of buildings and streetscapes</p> <p>Creating and transforming buildings, streets and spaces to make places for people to admire and enjoy</p> <p>Building resilience to natural and manmade threats by protecting an adapting our building environment and infrastructure</p> <p>We are responsible for...significant parts of London’s green belt and natural heritage</p>
1c	Ecosystem services support air quality, climate change mitigation, carbon sequestration, flood reduction	<p>External research (i.e. impact of activity)</p> <p>NOTE: this is an emerging and complex area – we need to further consider our approach this field, one aspect could be natural capital accounting.</p>	All our habitats are ecologically thriving and diverse	Building resilience to natural and manmade threats by protecting an adapting our building environment and infrastructure

Draft Open Spaces outcomes framework

<b>2</b>	<b>2. Our heritage and landscapes are inspiring</b>			
2a	Our heritage assets and landscapes are in good condition	<p>Entries on the Heritage at Risk Register</p> <p>Green Heritage accreditation</p> <p>Museum accreditations</p>	Our heritage is preserved and we share history and stories through our spaces and buildings	<p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p> <p>Unlocking the full potential of our many assets: our heritage</p>
	Our heritage assets and landscapes are physically and intellectually accessible to all	User surveys	Our heritage is preserved and we share history and stories through our spaces and buildings	<p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p> <p>Unlocking the full potential of our many assets: our heritage</p>
2b	The history of our spaces is shared and understood, people feel inspired by and connected to our historic sites and landscapes	<p>Customer care standards at Tower Bridge Exhibition</p> <p>VAQAS</p> <p>User surveys</p>	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve
	The character and environs of our landscapes are protected	<p>Strategic views</p> <p>Adverse planning decisions</p>	Protect and conserve the ecology, biodiversity and heritage of our sites	<p>Providing access to thriving and bio-diverse green spaces for physical activity, recreation and learning</p> <p>Protecting, curating and promoting world-class heritage assets, cultural attractions and events</p>

**Draft Open Spaces outcomes framework**

<b>3</b>	<b>3. Our communities enjoy good health and wellbeing</b>			
3a	Our communities have access to green space, facilities and opportunities for physical exercise	<p>Green flag</p> <p>Sport played</p> <p>Condition of sports facilities</p> <p>Progression within sports</p> <p>Users of sports services reflective of local community</p> <p>External research (i.e. impact of activity)</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	<p>Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services</p> <p>Reducing health inequalities through outreach and better service design</p>
3b	Mental good health is supported through our spaces and activities	External research (i.e. impact of activity)	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	<p>Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services</p> <p>Reducing health inequalities through outreach and better service design</p>

**Draft Open Spaces outcomes framework**

3c	People feel an increased connection to green spaces	<p>% learning programme participants who are more knowledgeable and % who intend to visit with their families</p> <p>Directly supervised, indirectly supervised and unsupervised volunteering</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p> <p>Improve the health and wellbeing through inclusive access to green space and heritage</p>	Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services
3d	People are safe and feel safe on our sites	<p>Crime committed at sites</p> <p>User survey</p>	<p>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</p>	<p>Safeguarding children, young people and vulnerable adults</p> <p>Protecting consumers and users of buildings, roads and open spaces</p> <p>Reassuring people about safety</p>
3e	Children and vulnerable adults are safeguarded	<p>Safeguarding referrals</p> <p>Training completion</p>		Safeguarding children, young people and vulnerable adults
3f	Respectful disposal and commemoration of the dead	<p>Numbers of burials and cremations; market share</p> <p>Compliance with CMP</p>	<p>Provide respectful commemoration and disposal of the dead in a beautiful heritage environment</p>	We are responsible for...the Square Mile's local authority services

**Draft Open Spaces outcomes framework**

<b>4</b>	<b>4. Social mobility and skills are enhanced</b>			
4a	Social cohesion and inclusion are increased through access to our sites and activities	Possible measures from the developing volunteering framework		<p>Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them</p> <p>Facilitating opportunities for communities to come together and to consider and accommodate each other's needs</p> <p>Reaching out to vulnerable people, providing sanctuary and facilitating activities that support social wellbeing and prevent social isolation, violence and extremism</p>
4b	Skills are developed and access to employment facilitated	<p>Number of apprentices (eventually, apprentice completions and apprentice destinations)</p> <p>Volunteering</p> <p>Learning programme</p>	Provide apprenticeships within the department	<p>Promoting effective transitions from education to employment</p> <p>Increasing employment opportunities and chances and thereby social mobility</p>
<b>5</b>	<b>5. Communities are enriched, engaged and empowered</b>			
1c	Green spaces and heritage assets support "liveable London" and the City's competitiveness	External research (i.e. impact of activity)	Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all	<p>Promoting the City, London and UK as attractive and accessible places to work...</p> <p>Creating an enriching environment to attract and engage the City's current and future workers</p>

**Draft Open Spaces outcomes framework**

5a	Volunteers feel supported, engaged and valued	<p>Directly supervised, indirectly supervised and unsupervised volunteering</p> <p>Volunteer evaluation framework</p> <p>NOTE: a corporate volunteering strategy is being developed</p>	<p>Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities</p>	<p>Creating an enriching environment to attract and engage the City's current and future workers</p> <p>Unlocking the full potential of our many assets: our stakeholders and partnerships</p>
5b	Lives are enriched	<p>Participation at events</p> <p>Learning participation</p> <p>Volunteering experience</p> <p>User surveys</p>	<p><b>Our places for commemoration, cultural experiences, enjoyment, exercise, learning, play, wellbeing are accessible, engaging, inclusive, high quality and welcoming to all</b></p> <p>Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities</p> <p>Ensure our services are inclusive, accessible and welcoming to all (Equalities Board)</p>	<p>Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve</p>
5c	People access spaces with increasing confidence and independence	<p>Learning participation</p>		<p>Nurturing a relevant and sustainable skills pipeline</p> <p>Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve</p>

**Draft Open Spaces outcomes framework**

5d	Communities come together			<p>Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them</p> <p>Facilitating opportunities for communities to come together and to consider and accommodate each other's needs –</p>
5e	Our communities advocate for our sites and value green space and heritage assets			<p>Bringing individuals and organisations together to create public value and gain positive experiences through giving time, skills, knowledge and money</p> <p>Unlocking the full potential of our many assets: our stakeholders and partnerships</p>
<p><b>6 6. Our business practices are responsible</b></p>				
6a	Our operations are environmentally sustainable	<p>Utility and fuel consumption.</p> <p>Electricity generation</p>	<p>Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours.</p> <p>Ensure efficient use of property and reduction in maintenance costs (Operational Property Review)</p> <p>Introduce more effective ways of working (Accommodation &amp; Ways of Working Programme)</p> <p>Support the development of asset management plans and master plans for each site</p>	<p>Championing responsible practices to improve economic, social and environmental outcomes</p> <p>Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices</p>

**Draft Open Spaces outcomes framework**

	Our operations are financially sustainable	Performance against budget  Funds contributed to BHE	Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours.	Championing responsible practices to improve economic, social and environmental outcomes
6c	We develop, evaluate and share innovative practices	Published research	<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Unlocking the full potential of our many assets: our staff, our data and technology  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
6d	We generate green energy and reduce our overall energy consumption	Utility and fuel consumption.  Electricity generation	Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme)	Championing responsible practices to improve economic, social and environmental outcomes  Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices
6e	Our research is high quality and our decisions are evidence based	Published research	<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Unlocking the full potential of our many assets: our staff, our data and technology
<b>7. We have an engaged, empowered and valued workforce</b>				

**Draft Open Spaces outcomes framework**

7a	Our staff are engaged and developed	Internal progression  Delivery of new approach to workforce planning  Staff survey	Embed responsible business practices and ensure are workforce are supported and developed  Workforce planning: ageing workforce, ensure workforce is reflective of the community we serve	Championing responsible practices to improve economic, social and environmental outcomes  Unlocking the full potential of our many assets: our staff  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
	Our staff are healthy and empowered	Staff surveys  Sickness rates (and causes)	Embed responsible business practices and ensure are workforce are supported and developed	Championing responsible practices to improve economic, social and environmental outcomes  Unlocking the full potential of our many assets: our staff  Being relevant, responsible, reliable and radical  Displaying passion, pace, pride and professionalism
<b>8. We reach out, influence and provide leadership outside of our sites</b>				
	We positively influence the provision of green spaces and heritage through our sector leadership		<b>We provide leadership which is grounded in our innovative practices, expertise and research</b>	Championing responsible practices to improve economic, social and environmental outcomes  Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices

## Draft Open Spaces outcomes framework

### Key issues from the draft corporate plan

London nurtures and has access to the skills and talent it needs

- Promoting the City, London and UK as **attractive** and accessible places to work...
- Nurturing a relevant and sustainable **skills pipeline**

The City positively impacts people and the environment

- **Championing responsible practices** to improve economic, social and environmental outcomes
- **Facilitating the giving of time, skills, knowledge** and money to support achievement of positive social and environmental outcomes
- **Leading by example; demonstrating our own commitment and achievements** as well as encouraging other organisations and individuals to make responsible choices

The Square Mile is the ultimate flexible working spaces – inspiring, dynamic and secure

- Creating an **enriching environment** to attract and engage the City's current and future workers
- **Building resilience** to natural and manmade threats by protecting and adapting our building environment and infrastructure

The Square Mile has outstanding public spaces, heritage, hospitality and retail

- Creating and transforming buildings, streets and **spaces to make places for people to admire and enjoy**
- Promoting **greening and animation of buildings and streetscapes**
- **Protecting, curating and promoting world-class heritage assets, cultural attractions and events**

The Square Mile is a focal point for world-class creativity and culture

- Curating and driving delivery of Culture Mile, an internationally distinctive destination and catalyst for **innovation, learning and collaboration** both across and beyond the Square Mile
- Building a Cultural Education Partnership - Culture Mile Learning - to increase access and opportunities for **enrichment, inspiration and learning**

People are safe and feel safe –

## Draft Open Spaces outcomes framework

- **Safeguarding** children, young people and vulnerable adults
- **Protecting consumers and users** of buildings, roads and open spaces
- **Reassuring people about safety**

People enjoy good health and wellbeing

- Providing access to **thriving and bio diverse green spaces for physical activity, recreation and learning**
- Providing a clean urban environment and **facilities that support healthy lifestyles** –
- Raising awareness of factors affecting **mental and physical health** to promote self-management as well as sign-posting to and providing activities and services –
- **Reducing health inequalities** through outreach and better service design

People have access to suitable accommodation in cohesive communities

- Providing and maintaining appropriate housing, workspaces and **community facilities and helping people access them**
- Facilitating **opportunities for communities to come together** and to consider and accommodate each other's needs –
- Reaching out to vulnerable people, providing sanctuary and facilitating activities that **support social wellbeing and prevent social isolation**, violence and extremism

People lead enriched lives and can reach their full potential

- Providing access to world-class **education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve**
- Promoting effective **transitions from education to employment**
- Increasing employment opportunities and chances and thereby **social mobility**
- Bringing individuals and organisations together to create **public value** and gain positive experiences through giving time, skills, knowledge and money

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# Agenda Item 6

<b>Committee(s)</b> West Ham Park Committee	<b>Dated:</b> 04/12/2017
<b>Subject:</b> Revenue & Capital Budgets – 2017/18 & 2018/19	<b>Public</b>
<b>Report of:</b> The Chamberlain The Director of Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Derek Cobbing - Chamberlains dept	

## Summary

This report updates the Committee on its latest approved revenue budget for 2017/18 and seeks your approval for a provisional revenue budget for 2018/19, 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	Original Budget 2017/18 £000	Latest Approved Budget 2017/18 £000	Original Budget 2018/19 £000	Movement 2017-18 LAB to 2018-19 OR £000
Expenditure	(1,171)	(1,242)	(1,669)	(427)
Income	135	298	244	(54)
Support Services	(203)	(254)	(189)	65
<b>Total Net (Expenditure)</b>	<b>(1,239)</b>	<b>(1,198)</b>	<b>(1,614)</b>	<b>(416)</b>

Overall the provisional Original budget for 2018/19 totals £1.614M, an increase of £416,000 compared with the latest approved budget for 2017/18. The main reasons for this increase is a rise of £484,000 in the City Surveyor's Repairs & Maintenance costs, a decrease of £49,000 in customer & client receipts, off-set by a reduction of £65,000 in supplies & services and a reduction of £60,000 within Learning Recharges.

A breakdown is provided in Appendix 3 of the movement between the 2017/18 Local Risk Original Budget and the 2017/18 Local Risk Latest Approved Budget.

## **Recommendation**

The Committee is requested to:

- Review the provisional 2018/19 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.
- Note the Building Repairs and Maintenance asset verification exercise being undertaken by the City Surveyor and agree that any minor changes to the 2017/18 latest approved budget and the 2018/19 original budget arising from this exercise be delegated to the Chamberlain.
- Review and approve the draft Capital and Supplementary Revenue budget.

## **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 2018/19. 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 2017-2020 which was approved in May 2017. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. The agreed departmental objectives are:
- a) Protect and conserve the ecology, biodiversity and heritage of our sites
  - b) Embed responsible business practices and ensure our workforce are supported and developed.
  - c) Enrich lives by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities
  - d) Improve the health and wellbeing through inclusive access to green space and heritage
  - e) Embed efficiency and financial sustainability across our activities and continuously develop our income generating endeavours

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:

- West Ham Park Nursery Project: work with the City Surveyor and other partners to evaluate three recommended options for the future use of the nursery site, deliver the agreed option,
- Update the 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, and
- Redesign the playground at West Ham Park creating a new master plan, with alternative options for water play provision. Consult with the local community and implement preferred option by summer 2019.

## **Proposed Revenue Budget for 2018/19**

6. The proposed detailed Revenue Budget for 2018/19 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 2018/19 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. There has been no allowance for pay and price increases for 2018/19, however, a resource of £24,000 has been given to support the apprentice programme. A saving of £13,000 has been made in 2018/19 to reflect the 2% cuts in Local Risk resources as set out in the Efficiency and Sustainability Plan. The budget has been prepared within the resources allocated to the Director.

It should also be noted that the basis on which repairs and maintenance budgets have been prepared for the latest estimates for 2017/18 include a part year charge from the former repairs and maintenance contractor (MITIE) and 9 months from the new contractor (Skanska), whereas the original 2018/19 budgets are based on the tendered return of the new contractor.

Under the terms of the Building Repairs and Maintenance contract, Skanska are undertaking an asset verification exercise which is expected to be completed in February 2018, the outcome of the review is likely to result in variations to the figures that have been submitted for the 2017/18 latest approved and 2018/19 original budgets.

Committees are requested to acknowledge this potential change and allow the Chamberlain (in consultation with the City Surveyor) to make the necessary budget adjustments within overall approval, following the asset verification.

TABLE 1  
WEST HAM PARK COMMITTEE SUMMARY – ALL FUNDS

Analysis of Service Expenditure	Local or Central Risk	Actual 2016-17 £'000	Original Budget 2017-18 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 to 2018-19 £'000	Paragraph Reference
<b>EXPENDITURE</b>							
Employees	L	(653)	(609)	(658)	(681)	(23)	
Employees	C	(16)	0	0	0	0	
Premises Related Expenses	L	(57)	(41)	(55)	(45)	10	
Premises Related Expenses	C	(18)	0	0	0	0	
R & M (City Surveyor's Local Risk inc cleaning)	L	(171)	(382)	(199)	(683)	(484)	11
Transport Related Expenses	L	(39)	(26)	(25)	(20)	5	
Supplies & Services	L	(187)	(90)	(182)	(117)	65	12
Supplies & Services	C	(28)	0	(100)	(100)	0	
Third Party Payments	L	(17)	(13)	(13)	(13)	0	
Transfer to Reserves - Nursery	C	(25)	0	0	0	0	
Capital Charges	C	(10)	(10)	(10)	(10)	0	
<b>Total Expenditure</b>		<b>(1,221)</b>	<b>(1,171)</b>	<b>(1,242)</b>	<b>(1,669)</b>	<b>(427)</b>	
<b>INCOME</b>							
Other Grants, Reimbursements and Contributions	L	5	0	5	0	(5)	
Customer, Client Receipts	L	284	134	252	203	(49)	
Customer, Client Receipts	C	20	0	40	40	0	
Investment Income	C	1	1	1	1	0	
Transfer from Reserves - Nursery	C	18	0	0	0	0	
<b>Total Income</b>		<b>328</b>	<b>135</b>	<b>298</b>	<b>244</b>	<b>(54)</b>	
<b>TOTAL (EXPENDITURE)/ INCOME BEFORE SUPPORT SERVICES</b>		<b>(893)</b>	<b>(1,036)</b>	<b>(944)</b>	<b>(1,425)</b>	<b>(481)</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(174)	(183)	(179)	(174)	5	
<b>Recharges within Fund</b>							
Directorate Recharges		(26)	(27)	(18)	(18)	0	
Learning Recharges		(55)	0	(64)	(4)	60	13
Corporate and Democratic Core		6	7	7	7	0	
<b>Total Support Services</b>		<b>(249)</b>	<b>(203)</b>	<b>(254)</b>	<b>(189)</b>	<b>65</b>	
<b>TOTAL NET (EXPENDITURE)/INCOME</b>		<b>(1,142)</b>	<b>(1,239)</b>	<b>(1,198)</b>	<b>(1,614)</b>	<b>(416)</b>	

8. Income, increases in income, and reductions in expenditure are now shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. 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 £416,000 between the 2017/18 latest approved budget and the 2018/19 original budget. This movement is explained in the following paragraphs.
10. Analysis of the movement in staff related costs are shown in Table 2 below. The increase of £23,000 between the 2017/18 latest approved budget and the 2018/19 original budget is due to funding for one apprentice, a provision of 1.5% for potential pay awards, and incremental progression.

Table 2 - Staffing statement	Original Budget 2017/18		Latest Approved Budget 2017/18		Original Budget 2018/19	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
West Ham Park	16.50	(609)	17.00	(658)	17.50	(681)
<b>TOTAL WEST HAM PARK COMMITTEE</b>	<b>16.50</b>	<b>(609)</b>	<b>17.00</b>	<b>(658)</b>	<b>17.50</b>	<b>(681)</b>

11. The increase of £484,000 from the 2017/18 Latest Approved Budget to the 2018/19 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The full year of the 2018/19 Cyclical Works Programme has been included in 2018/19 as it has not yet been profiled.

TABLE 3 - CITY SURVEYOR LOCAL RISK	Original Budget 2017/18 £'000	Latest Approved Budget 2017/18 £'000	Original Budget 2018/19 £'000
Repairs and Maintenance (including cleaning)			
<b>Additional Works Programme</b>			
West Ham Park	(269)	(119)	(600)
	(269)	(119)	(600)
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>			
West Ham Park	(106)	(72)	(75)
	(106)	(72)	(75)
Cleaning			

West Ham Park	(7)	(8)	(8)
	(7)	(8)	(8)
<b>Total City Surveyor</b>	<b>(382)</b>	<b>(199)</b>	<b>(683)</b>

12. The decrease of £65,000 in Supplies and Services from the 2017/18 Latest Approved Budget to the 2018/19 Original Budget is mainly due to a one-off increase in 2017/18 to pay for new equipment (Hayter Triple tractor) funded through backdated rental income.
13. The reduction of £60,000 in Recharges within fund is mainly due to the reduction of recharges emanating from the Learning Programme due to the agreed carry forward to 2017/18 dropping out in 2018/19.

### **Potential Further Budget Developments**

14. The provisional nature of the 2018/19 revenue budget recognises that further revisions may be required, including in relation to:
- decisions on funding of the Additional Work Programme by the Resource Allocation Sub Committee.

### **Revenue Budget 2017/18**

15. The 2017/18 latest approved budget includes funding of £2,000 for contribution pay, a resource of £12,000 was also given to support the apprentice programme. The forecast outturn for the current year is in line with the latest approved budget of £1.198M. Movement of the Local risk Budgets from the Original 2017/18 Budgets to the 2017/18 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.

<b>Capital &amp; Supplementary Revenue projects - latest estimated costs</b>						
<b>Service Managed</b>	<b>Project</b>	<b>Exp. Pre 01/04/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>Total £'000</b>
Pre-implementation						
West Ham Park	Nursery, alternative uses	(18)	(150)			(168)
	Playground refurbishment	0	(55)			(55)
<b>TOTAL WEST HAM PARK</b>		<b>(18)</b>	<b>(205)</b>	<b>0</b>	<b>0</b>	<b>(223)</b>

17. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above

figures exclude the implementation costs of those schemes which have yet to receive authority to start work.

18. The investigation into alternative uses for the Nursery comprises consultancy fees to identify the most economically advantageous option.
19. The playground refurbishment scheme consists of a redesign of the playground to create a new master plan, with alternative options for water play provision and is due to commence in 2018/19, subject to further approvals.
20. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2018.

#### Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2017/18 OR to 2017/18 LAB

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## Appendix 1

Analysis by Service Managed	Actual 2016-17  £'000	Original Budget 2017-18  £'000	Latest Approved Budget 2017-18  £'000	Original Budget 2018-19  £'000	Movement 2017-18 to 2018-19  £'000	Paragraph(s) Reference
<u>CITY'S CASH</u>						
West Ham Park	(1,142)	(1,239)	(1,198)	(1,614)	(416)	a)
<b>TOTAL (CITY'S CASH)</b>	<b>(1,142)</b>	<b>(1,239)</b>	<b>(1,198)</b>	<b>(1,614)</b>	<b>(416)</b>	

a) The increase of £416,000 at West Ham Park is mainly due to increases in the Additional Works and Cyclical Works Programme.

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## Appendix 2

Support Services from/to West Ham Park Committee	Actual 2016-17  £'000	Original Budget 2017-18  £'000	Latest Approved Budget 2017-18  £'000	Original Budget 2018-19  £'000	Movement 2017-18 to 2018-19  £'000	Paragraph Reference
<b><u>Support Services</u></b>						
<b>Central Recharges-</b>						
City Surveyor's Employee Recharge	(36)	(39)	(40)	(40)	0	
Insurance	(18)	(15)	(18)	(17)	1	
I.S.Recharges - Chamberlain	(39)	(31)	(39)	(38)	1	
<b>Support Services-</b>						
Chamberlain (inc CLPS recharges)	(36)	(50)	(37)	(35)	2	
Comptroller and City Solicitor	(4)	(7)	(5)	(5)	0	
Town Clerk	(30)	(32)	(29)	(28)	1	
City Surveyor	(11)	(9)	(11)	(11)	0	
<b>Total Support Services</b>	<b>(174)</b>	<b>(183)</b>	<b>(179)</b>	<b>(174)</b>	<b>5</b>	
<b><u>Recharges Within Fund</u></b>						
<b>Directorate Recharges</b>	(26)	(27)	(18)	(18)	0	
<b>Learning Recharges</b>	(55)	0	(64)	(4)	60	13
<b>Corporate and Democratic Core</b>	6	7	7	7	0	
<b>Total Recharges Within Fund</b>	<b>(75)</b>	<b>(20)</b>	<b>(75)</b>	<b>(15)</b>	<b>60</b>	
<b>Total Support Services</b>	<b>(249)</b>	<b>(203)</b>	<b>(254)</b>	<b>(189)</b>	<b>65</b>	

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### Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2017-18 £'000	Latest Approved Budget 2017-18 £'000	Movement 2017-18 OR to 2017-18 LAB £'000	Paragraph Reference
<b>EXPENDITURE</b>					
Employees	L	(609)	(658)	(49)	
Premises Related Expenses	L	(41)	(55)	(14)	
R & M (City Surveyor's Local Risk inc cleaning)	L	(382)	(199)	183	a)
Transport Related Expenses	L	(26)	(25)	1	
Supplies & Services	L	(90)	(182)	(92)	b)
Third Party Payments	L	(13)	(13)	0	
<b>INCOME</b>					
Other Grants, Reimbursements and Contributions	L	0	5	5	
Customer, Client Receipts	L	134	252	118	c)

- a) The £183,000 reduction in the City Surveyor's Local Risk R & M is due to Projects being deferred over their 3 year life, therefore reducing the current year liability.
- b) The increase of 92,0000 in Supplies and Services is due to the installation of automatic gate at the entrance to the tennis courts, purchase of a new ride on mower for the parkland area, an increase in design and engineering fees associated with the Playground masterplan, and an increase in coaching fees.
- c) The £118,000 rise in Customer, Client Receipts is due to backdated rental income of £88,000 received following protracted rent negotiations with the Territorial Army and, higher than expected income from coaching.

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<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park	04/12/2017
<b>Subject:</b> West Ham Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2017	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Derek Cobbing	

### Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2017 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 10<sup>th</sup> 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 31<sup>st</sup> March 2017

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**WEST HAM PARK**  
**REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2017**

**Charity Number: 206948**

# WESTHAM PARK

## Trustee's Annual Report and Financial Statements for the year ended 31 March 2017

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# WEST HAM PARK

## Trustee's Annual Report for the year ended 31 March 2017

### 1. Reference and Administration Details

Charity Name:	West Ham Park
Registered Charity Number:	206948
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
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 2017**

**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 2017**

**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;
- 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; and
- Maintaining the City's water bodies.

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 is listed in Historic England's Register of Historic Parks & Gardens (Grade II).

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 2017

### 4. Achievements and Performance

#### Key Targets for 2016/17 and review of achievement

The key targets for 2016/17 together with their outcomes were:

- **Plan for the implementation of 2017/18 budget savings agreed with the Chamberlain as part of the corporate Service Based Review process.** Service Based Review savings have been achieved for 2016/17 financial year, and savings for 2017/18 have been built into budget estimates.
- **Let surplus lodge accommodation on the most economically advantageous terms possible, in order to create an additional income stream and support point 1 above.** Two surplus lodges have been successfully let on Assured Short-hold Tenancies at the most economically advantageous terms achievable.
- **Undertake a detailed options appraisal for the current Nursery site and identify a preferred option for future use. Decommission current service.** Nursery service ceased and operational buildings decommissioned. Options appraisal for the future use of the site completed. Identification of preferred option remains ongoing. Reporting of preferred option delayed slightly by Common Council elections.
- **Following trials over the summer, identify and agree future catering model for West Ham Park.** 'Pop-up' catering concession trialled over the summer. Tender for mixed catering option undertaken and successful applicants appointed to begin trading in spring 2017, resulting in increased income going forward.
- **Increase income and participation levels for tennis, in accordance with targets set down in the Open Spaces Business Plan.** Working in partnership with the Lawn Tennis Association, increased levels of participation and income both achieved. Online booking system fully operational.

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: £154 public donations (2015/16: £635), £11,796 other grants (2015/16: £110,713), £955 interest (2015/16: £966), £151,966 sale of goods, products and materials (2015/16: £209,799), £31,854 fees and charges (2015/16: £40,172) and £119,675 from rents (2015/16: £98,345). The contribution towards the running costs of the charity amounted to £1,157,035 (2015/16: £1,220,050). 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 2017

### 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 2017/18 are:

- Successfully embed final year of Service Based Review savings and seek further efficiencies to help reduce impact of proposed future savings;
- 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; and
- Continue to work with sporting partners in order to increase active participation through sport at West Ham Park in line with agreed targets.

### 7. 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.

**WEST HAM PARK**  
**Trustee's Annual Report for the year ended 31 March 2017**

**7. Statement of Trustee's Responsibilities (continued)**

The Trustee is responsible for keeping proper accounting records that discloses 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.

**8. Adopted and signed for on behalf of the Trustee on 21 November 2017.**

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

Jamie Ingham Clark  
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 2017 which are set out on pages 10 to 22. 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), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 pages 6 - 7, the trustee is 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](http://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 31 March 2017 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

X October 2017

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 2017

	Notes	Unrestricted Funds			2016/17	2015/16
		General Fund	Designated Funds	Restricted Fund		
		£	£	£		
<b>Income and endowments from:</b>						
Income from						
Donations and legacies		154	-	11,796	<b>11,950</b>	<b>111,348</b>
Charitable activities		303,495	-	-	<b>303,495</b>	<b>348,316</b>
Grant from City of London Corporation		1,157,035	-	-	<b>1,157,035</b>	<b>1,220,050</b>
Investments		955	-	-	<b>955</b>	<b>966</b>
<b>Total</b>	4	<b>1,461,639</b>	<b>-</b>	<b>11,796</b>	<b>1,473,435</b>	<b>1,680,680</b>
<b>Expenditure on:</b>						
Charitable activities		1,436,641	9,996	11,796	<b>1,458,433</b>	<b>1,685,308</b>
<b>Total</b>	5	<b>1,436,641</b>	<b>9,996</b>	<b>11,796</b>	<b>1,458,433</b>	<b>1,685,308</b>
<b>Net income/(expenditure)</b>		<b>24,998</b>	<b>(9,996)</b>	<b>-</b>	<b>15,002</b>	<b>(4,628)</b>
<b>Transfers between funds</b>		<b>(24,998)</b>	<b>24,998</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movements in funds</b>		<b>-</b>	<b>15,002</b>	<b>-</b>	<b>15,002</b>	<b>(4,628)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward	12	-	28,521	7,047	<b>35,568</b>	<b>40,196</b>
<b>Total funds carried forward</b>	12	<b>-</b>	<b>43,523</b>	<b>7,047</b>	<b>50,570</b>	<b>35,568</b>

All operations are continuing.

# WEST HAM PARK

## Balance Sheet as at 31 March 2017

	Notes	2017 £	2016 £
<b>Fixed Assets</b>			
Tangible Assets	9	89,955	99,951
		<b>89,955</b>	99,951
<b>Current Assets</b>			
Debtors	10	66,199	66,503
Cash at bank and in hand		-	-
		<b>66,199</b>	66,503
<b>Creditors: Amounts falling due within one year</b>	11	<b>(105,584)</b>	(130,886)
<b>Net Current Liabilities/Assets</b>		<b>(39,385)</b>	(64,383)
<b>Total Assets Less Current Liabilities</b>		<b>50,570</b>	35,568
<b>The funds of the charity</b>			
<b>Unrestricted income fund</b>			
Designated Funds	12	<b>43,523</b>	28,521
<b>Restricted Fund</b>	12	<b>7,047</b>	7,047
<b>Total Charity Funds</b>		<b>50,570</b>	35,568

Approved and signed for and behalf of the Trustee

The Notes at pages 12 to 22 form part of these accounts.

Dr Peter Kane  
Chamberlain of London  
21 November 2017

## WEST HAM PARK

### Notes to the Financial Statements for the year ended 31 March 2017

#### 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 in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, the Financial Reporting Standard 102 applicable in the UK 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 2020/21 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 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 2017 which is publicly available and can be found at [www.cityoflondon.gov.uk](http://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 2017

#### 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 comprise public donations, non-government grants and interest from a capital receipt in respect of the sale of a property.

##### *(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 2017

#### 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 £597.9m as at 31 March 2017 (£482.6m as at 31 March 2016). 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 was undertaken as of 31 March 2016 as a result the employer's contribution rate to be adopted for the financial years 2017/18, 2018/19 and 2019/20 has been set at 21%. 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 2017**

**4. Income and endowments**

Income and endowments are comprised as follows:

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2016/17</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income and endowments from:</b>				
<b>Donations and legacies</b>				
Public donations	154	-	<b>154</b>	635
Grants	-	11,796	<b>11,796</b>	110,713
Investments	955	-	<b>955</b>	966
Grant from City of London Corporation	1,157,035	-	<b>1,157,035</b>	1,220,050
	<b>1,158,144</b>	<b>11,796</b>	<b>1,169,940</b>	<b>1,332,364</b>
<b>Income from charitable activities</b>				
Sale of goods, products and materials	151,966	-	<b>151,966</b>	209,799
Fees and charges	31,854	-	<b>31,854</b>	40,172
Rents	119,675	-	<b>119,675</b>	98,345
	<b>303,495</b>	<b>-</b>	<b>303,495</b>	<b>348,316</b>
<b>Total income and endowments</b>	<b>1,461,639</b>	<b>11,796</b>	<b>1,473,435</b>	<b>1,680,680</b>

***Restricted Fund***

*City Bridge Trust*

Funding from City Bridge Trust towards an environmental learning programme designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector – specific evaluation. A grant of £6,600 was given by the City Bridge Trust in 2016/17. 2016/17 was the first year of this three year grant.

*Lawn Tennis Association*

£1,931 was received towards the tennis court works completed.

*Tesco Bags of Help*

A grant of £3,265 was received from Tesco (administered by Groundwork UK) in 2016/17 to purchase outdoor gym equipment. Funds were fully utilised in 2016/17.

**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.

## WEST HAM PARK

### Notes to the Financial Statements for the year ended 31 March 2017

#### 4. Income and endowments (continued)

##### Grant from City of London Corporation

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

#### 5. Expenditure

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

	Activities undertaken directly £	Support costs £	2016/17 £	2015/16 £
Charitable activities	1,258,691	199,742	<b>1,458,433</b>	1,685,308
<b>Total expenditure</b>	1,258,691	199,742	<b>1,458,433</b>	1,685,308

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 2016/17 (2015/16: 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 2017

#### 6. Support Costs (continued)

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

	Charitable activities £	2016/17 £	2015/16 £
<b>Department</b>			
Chamberlain	35,677	<b>35,677</b>	51,243
Comptroller & City Solicitor	4,403	<b>4,403</b>	6,226
Open Spaces Directorate	25,606	<b>25,606</b>	37,131
Town Clerk	29,556	<b>29,556</b>	33,900
City Surveyor	47,681	<b>47,681</b>	60,332
Information Systems	38,646	<b>38,646</b>	41,889
Other governance and support costs	18,173	<b>18,173</b>	20,539
<b>Total support costs</b>	199,742	<b>199,742</b>	251,260

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

<b>Chamberlain</b>	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
<b>Comptroller and City Solicitor</b>	Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.
<b>Open Spaces Directorate</b>	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.
<b>Town Clerk</b>	Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.
<b>City Surveyor</b>	Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.
<b>Information Systems</b>	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 2017

#### 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 2016/17 is 17 (2015/16: 21) at a cost of £639,505 (2015/16: £732,946). 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 £
2016/17 Charitable activities	17	503,099	48,367	88,039	<b>639,505</b>
2015/16 Charitable activities	21	595,410	41,060	96,476	<b>732,946</b>

There were no employees whose total employee benefits were above the £60,000 threshold (2015/16: 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 £6,853 in 2016/17 (2015/16: £7,888). 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 Note 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 2017**

**9. Tangible Fixed Assets**

At 31 March 2017 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £89,955 (31 March 2016: £99,951) as set out below.

	Equipment £	Total £
<b><u>Cost</u></b> At 1 April 2016 and <b>31 March 2017</b>	146,828	<b>146,828</b>
<b><u>Depreciation</u></b> At 1 April 2016	46,877	<b>46,877</b>
Charge for year	9,996	<b>9,996</b>
<b>At 31 March 2017</b>	<b>56,873</b>	<b>56,873</b>
<b><u>Net book values</u></b> <b>At 31 March 2017</b>	89,955	<b>89,955</b>
At 31 March 2016	99,951	<b>99,951</b>

**10. Debtors**

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

The debtors figure consists of:

	2017 £	2016 £
Other Debtors	<b>18,422</b>	7,751
Rental Debtors	<b>21,850</b>	1,065
Recoverable VAT	<b>17,678</b>	50,245
Payments in Advance	<b>8,249</b>	7,442
<b>Total at 31 March</b>	<b>66,199</b>	66,503

**WEST HAM PARK**  
**Notes to the Financial Statements for the year ended 31 March 2017**

**11. Creditors**

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

	<b>2017</b> £	2016 £
Bank Overdraft	<b>10,453</b>	696
Trade Creditors	<b>16,947</b>	5,181
Accruals	<b>32,145</b>	88,458
Other Creditors	<b>26,077</b>	14,506
Receipts In Advance	<b>19,962</b>	22,045
<b>Total at 31 March</b>	<b>105,584</b>	130,886

**12. Movements of Funds during the year to 31 March 2017**

	<b>Fund balances brought forward £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers £</b>	<b>Gains and losses £</b>	<b>Fund balances carried forward £</b>
<b>Unrestricted Funds</b>						
<i>General Funds</i>	-	1,461,639	(1,436,641)	(24,998)	-	-
<i>Designated Funds</i>						
West Ham Park Nursery	(71,430)	-	-	24,998	-	<b>(46,432)</b>
Tangible Fixed Assets	99,951	-	(9,996)	-	-	<b>89,955</b>
	28,521	-	(9,996)	24,998	-	<b>43,523</b>
<b>Total Unrestricted Funds</b>	28,521	1,461,639	(1,446,637)	-	-	<b>43,523</b>
<b>Restricted Funds</b>						
City Bridge Trust	7,047	11,796	(11,796)	-	-	<b>7,047</b>
<b>Total Restricted Funds</b>	7,047	11,796	(11,796)	-	-	<b>7,047</b>
<b>Total Funds</b>	35,568	1,473,435	(1,458,433)	-	-	<b>50,570</b>

## WEST HAM PARK

### Notes to the financial statements for the year ended 31 March 2017

#### 12. Movement of Funds during the year to 31 March 2017 (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.

Nursery service ceased and operational buildings decommissioned in September 2016. Options appraisal for the future use of the site completed. Identification of preferred option remains open.

The Nursery made a surplus of £24,998 in 2016/17 which was transferred to reserve. 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***

A three year grant was awarded in 2013/14 to engage three young people to undertake horticultural training across a range of sites. The scheme ended in August 2015 and the balance of £7,047 held will be returned to City Bridge Trust in 2017/18.

Further funding has been agreed by the City Bridge Trust towards an environmental learning programme designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector – specific evaluation. A grant of £6,600 was given by the City Bridge Trust in 2016/17. 2016/17 was the first year of this three year grant.

## WEST HAM PARK

### Notes to the financial statements for the year ended 31 March 2017

#### 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 £199,742 (2015/16: £251,260). The City of London Corporation's City's Cash meets the deficit on running expenses of the charity. This amounted to £1,157,035 (2015/16: £1,220,050) 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.

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<b>Committee:</b>	<b>Date:</b>
West Ham Park Committee	04 Dec 2017
<b>Subject:</b>	<b>Public</b>
West Ham Park Sports Fees and Charges review 2018/19	
<b>Report of:</b>	<b>For Decision</b>
Director of Open Spaces	
<b>Summary</b>	
<p>Within the City of London Open Spaces, charges for sports activities are reviewed annually. This report sets out the proposed fees and charges for sports facilities provided at West Ham Park in 2018/19.</p>	
<b>Recommendation</b>	
Members are asked to:	
<ul style="list-style-type: none"> <li>• Approve the proposed schedule of charges (attached at Appendix 3) for sports facilities in West Ham Park for the 2018/19 financial year.</li> </ul>	

## Main Report

### Background

- Charges for the wide range of recreation and sporting facilities that are provided in all the City Corporation's Open Spaces are reviewed annually. In 2017 a 40% discount to concessionary prices was introduced, to bring West Ham Park charges in line with charging structures at other City Open Spaces sites.

### Current Position

- Table 1 summarises the sports income for West Ham Park annually from 2014 and this financial year up to the end of September. Overall the park is expected to meet expected income targets and has increased bookings and participation.

Table 1: Sports income, West Ham Park

	2014/15	2015/16	2016/17	2017-18 to date
Cricket Nets	£ 2,869	£ 3,021	£ 1,055	£ 842
Cricket General	£ 6,038	£ 3,812	£ 4,001	£ 5,235
Football Pitches	£ 550	£ 1,380	£ 2,474	£ 1,984
Tennis Courts	£ 7,709	£ 7,738	£ 11,153	£ 10,033
School Sports Holding account	£ 444	£ 2,618	£ 1,091	£ 1,425
<b>Total Income</b>	<b>£ 17,610</b>	<b>£ 18,569</b>	<b>£ 19,774</b>	<b>£ 19,519</b>

## **Proposals**

3. A benchmarking exercise to compare West Ham Park's sporting facilities with other local providers has been carried out (see Appendix 1). It is proposed that the majority of charges for 2018/19 be increased by 2.6% in line with Consumer Price Index (CPI) with rounding to aid cash handling. Consequently this may represent marginally higher or lower percentage uplifts. The proposed fees and charges include concessionary rates, offering a 40% discount on the standard adult charge.
4. Since the opening of the new tennis courts in 2016, usage has continued to rise. Between 1<sup>st</sup> April and 30<sup>th</sup> September, 2,303 hours of adult tennis were played on court with 1,027 concessionary hours. The courts are busy during the evening and weekends but are still quiet during week daytimes (Monday to Friday 10am to 3pm). It is proposed that off peak rates are introduced from the 1<sup>st</sup> January 2018 to encourage play during these times. A similar pricing structure is already operating in the nearby Lee Valley and Olympic Park sites.
5. 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**

6. 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 local providers and other City Open Spaces.
7. The provision of sports facilities supports the City's Corporate Plan 2015-19 'To provide valued services, such as education, employment, culture and leisure, to London and the nation'. 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'.
- 8.

## **Implications**

9. 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.
10. 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.

11. 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 cost the City £139k to provide the sports and associated facilities at West Ham Park (this includes staff time, a proportion 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 was £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 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**

12. 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: Key achievements against the outcomes of the Open Spaces Sports and Physical Activity Framework.
- Appendix 2: Benchmarking of West Ham Park sports charges
- Appendix 3: Summary of West Ham Park proposed charges for 2018

## **Background Papers:**

- Fees and Charges 2018/19: Report to Hampstead Heath, Highgate Wood and Queen's Park Committee (for decision), November 2017.
- [Fees and Charges 2017/18: West Ham Park Committee \(for decision\), December 2016.](#)

## **Lucy Murphy**

West Ham Park Manager

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- Appendix 1: Key achievements against the outcomes of the Open Spaces Sports Framework.



Open Spaces

## Sport & Physical Activity Framework

Our vision for sport

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

### Outcomes Framework

Code	Outcome	Achievements at West Ham Park
	<b>Awareness</b>	
A1	More people will take part in formal and informal recreation in the City of London Open Spaces.	Use of tennis courts has increase by 65% since renovation works in 2016 meeting planned targets. The parks tennis coaches secured Pay Tennis funding from the Lawn Tennis Association (LTA) to deliver sessions for 12-15 year olds over an 8 week period between May and June.
A2	People will be more aware of opportunities for physical activity in our Open Spaces.	Capital Kids Cricket (CKC) launched 'All Stars' a new programme from the English Cricket Board aimed at getting more children playing cricket, West Ham Park has seen one of the highest numbers of children registering in East London with 30 signed up. CKC also started a female training group in 2017 with good take up.

<b>Welcoming</b>		
W1	Our users will be more satisfied with the sport offer at our Open Spaces.	Positive feedback has been received from users regarding new Gym outdoor gym equipment and tennis courts. First full year of on-line booking for tennis being active. Sports survey planned for the spring to capture further feedback
W2	The customer journey to our sports will be a positive and safe one.	
<b>Communities</b>		
C1	Our users will be representative of our local communities.	Base line data is being collected for future analysis.
C2	Increase user diversity of our facilities.	
<b>Partnerships</b>		
P1	Clubs will be supported / encouraged to provide opportunities across the sports development continuum from foundation to excellence.	Through the Newham Cricket Development Group the park supports cricket development in the borough. Festivals and summer camps provide informal ways for local children to engage with cricket. West Ham CC junior team continues this path way into the more formal game. Tennis coaches work with Local Tennis Leagues and the Lawn Tennis Association to promote and develop tennis in the park. Heroes 2020 (football coaching group) trains children from 5 to 15 years old, with on average 40 children attending weekly since it started in the park in 2014
P2	Our partnership arrangements will provide our customers with the best possible service.	

- Appendix 2: Benchmarking of West Ham Park sports charges

Cricket		Flanders Field (Bonny Downs)	NLOS: Proposed	WHP 17-18 current	WHP 18-19 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	£640.00	£714.00	Increase charges to bring prices closer to that charged at Flanders Field, and offer 15% Discount for block booking
	Single match - day	£150.00	£93 - 102	£108.00	£120.00	
	Single match - 4 hours (artificial)	£100.00	N/A	£54.00	£60.00	
	Nets - per hour	£15.00	£8.00	£9.00	£9.00	
Concession	7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£357.00 (15% discount for 6+ matches)	N/A	£384.00	£428.00	40% discount on adult price offered to encourage youth participation
	Single Match - day	£70.00	£56.00	£64.00	£72.00	
	Single Match - 4 hours	£50.00		£32.00	£36.00	
	Nets	£10.00		£5.00	£5.00	

Tennis Courts		Lee Valley & Olympic Park	NLOS: Proposed	WHP 17-18 current	WHP 18-19 Proposed	Notes
Adults	per hour	Peak £10, Off peak £8	£9.00	£7.00	Peak £7 Off Peak £5	Off peak price introduced to encourage play at quieter times
	Coaching: Various levels (per hr)	£10.50	£11.30	£10.00	£10.00	Maximum price per hour, free lessons, taster sessions etc also offered throughout the year
	Classes: Tennis Tuesdays/Cardio tennis	£8.00		£6.00	£10.00	
	Membership	Not comparable		£15.00	£20.00	As per Tennis Development plan
Concession	per hour	Peak £10, Off peak £6	£5.50	£4.00	Peak £4 Off Peak £2.50	Off peak price introduced to encourage play at quieter times
	Coaching - Red/Orange/Green session	£6.50	£8.80	£6.00	£7.00	Maximum price per hour, free lessons, taster sessions etc also offered
	Classes: Over 50's [5 weeks]	N/A		£6.00	£7.00	
	Membership	Not comparable		£7.00	£10.00	As per Tennis Development plan

Marking out charges		Hampstead Heath	WHP 17-18 current	WHP 18-19 Proposed	Notes
Adult	Rounder's - per pitch	£54.00	£53.00	£54.50	Increase by inflation at 2.6%
Concession	Rounder's - per pitch		£21.00	£21.50	
Concession	Running track per day (400m)	Athletics track - full day £150 half day £75	£55.00	£56.00	
Concession	Running track per day (100m)		£20.00	£21.00	
Concession	School Sports day <100 attendees	Athletics track - full day £150 half day £75	£81.00	£83.00	Prices calculated based on staff support required at larger sports days
Concession	School Sports day <500 attendees		£111.00	£114.00	
Concession	School Sports day >500 attendees		On request		
Adult	Running track: prices available on request.		On request		

Football		Flanders Playing field	Wanstead Flats	NLOS: Proposed 2018	WHP 17-18 current	WHP 18-19 Proposed	Notes
Adult	<b>Saturdays:</b> 15 games plus free use of dressing rooms	£950.00	£600.00		£455.00	£467.00	Increased by inflation at 2.6%
	<b>Sundays:</b> 15 games plus free use of		£855.00		£670.00	£687.00	
	Single match - Mon-Fri	£90.00	N/A	£88.00	£52.00	£53.00	
	Single match - Sat		£70.00		£62.00	£64.00	
	Single match - Sun		£85.00		£76.00	£78.00	
Concessions	<b>Saturdays:</b> 15 games plus free use of dressing rooms	£450.00	£270.00		£200.00	£205.00	
	<b>Sundays:</b> 15 games plus free use of		£345.00		£300.00	£308.00	
	Single match - Mon-Fri	£60.00		£53.00	£31.00	£32.00	
	Single match - Sat & Sun		£40/£42		£35.00	£36.00	

Use of changing rooms		LB Newham		NLOS: Proposed 2018	WHP 17-18 current	WHP 18-19 Proposed	Notes
All	Changing room fee for single match	N/A		£45.00	£50.00	£51.00	Increased by inflation

- Appendix 3: Summary of West Ham Park proposed charges for 2018

	2018/19	
<b>Cricket</b>	Adult	Concess
7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£ 714.00	£ 428.00
Single match - day	£ 120.00	£ 72.00
Single match - 4 hours	£ 60.00	£ 36.00
Nets - per hour	£ 9.00	£ 5.00
Changing room fee for single match	£ 51.00	
<b>Tennis Courts</b>		
Per hour - Peak*	£ 7.00	£ 4.00
Per hour - Off-Peak**	£ 5.00	£ 2.50
Coaching - Various levels	£ 10.00	£ 7.00
Classes: Tennis Tuesdays, Cardio tennis, Over 50's	£ 7.00	N/A
Membership	£ 20.00	£ 10.00
<b>Marking out charges</b>		
Rounders - per pitch	£ 54.50	£ 21.50
Running track per day (400m)	On request	£ 56.00
Running track per day (100m)		£ 21.00
School Sports day <100 attendees		£ 83.00
School Sports day <500 attendees		£ 114.00
School Sports day >500 attendees - price on request		On request
<b>Football</b>		
<b>Saturdays:</b> 15 games plus free use of dressing rooms	£ 467.00	£ 205.00
<b>Sundays:</b> 15 games plus free use of dressing rooms	£ 687.00	£ 308.00
Single match - Mon-Fri	£ 53.00	£ 32.00
Single match - Sat	£ 64.00	£ 36.00
Single match - Sun	£ 78.00	
<b>5 Aside</b>	On request	
<b>Changing rooms</b>		
Changing room fee for single match	£ 51.00	

Notes:

Tennis peak\* - Monday to Friday 8am to 10am and 3pm till closing

Saturday and Sunday – 8am till closing

Tennis off peak\*\* - Monday to Friday 10am to 3pm

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