



West Ham Park Committee

- Date:** MONDAY, 10 DECEMBER 2018
- Time:** 12.30pm, or on the rising of the Open Spaces and City Gardens Committee, whichever is later.
- Venue:** COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL
- Members:** Graeme Smith (Chairman)
Oliver Sells QC (Deputy Chairman)
Catherine Bickmore
Robert Cazenove
Caroline Haines
Alderman Ian Luder
Wendy Mead
Barbara Newman
Justin Meath-Baker
Richard Gurney
Cllr Rachel Tripp
Jeremy Simons
Deputy John Tomlinson

Enquiries: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B. part of this meeting may be subject to audio-visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 16 July 2018.

For Decision
(Pages 1 - 4)
4. **BREXIT UPDATE**
The Director of Open Spaces to be heard.

For Information
5. **PARK MANAGER'S UPDATE**
Report of the Superintendent of Parks and Gardens.
N.B. this report is accompanied by a non-public appendix.

For Information
(Pages 5 - 8)
6. **WEST HAM PARK SPORTS FEES AND CHARGES REVIEW 2019-20**
Report of the Director of Open Spaces.

For Decision
(Pages 9 - 16)
7. **REVENUE & CAPITAL BUDGETS - 2018/19 & 2019/20**
Joint report of the Chamberlain and the Director of Open Spaces.

For Decision
(Pages 17 - 30)
8. **DEPARTMENTAL BUSINESS PLAN 2018/19 - SIX MONTH PERFORMANCE UPDATE**
Report of the Director of Open Spaces.

For Information
(Pages 31 - 44)
9. **WEST HAM PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018**
Report of the Chamberlain.

For Information
(Pages 45 - 72)

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

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

12. **EXCLUSION OF THE PUBLIC**

MOTION: 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

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 16 July 2018.

For Decision
(Pages 73 - 74)

14. **NON-PUBLIC APPENDIX - PARK MANAGER'S UPDATE**

Non-public appendix to accompany the public report of the Superintendent of Parks and Gardens.

For Information
(Pages 75 - 76)

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

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

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WEST HAM PARK COMMITTEE Monday, 16 July 2018

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms
- Second Floor West Wing, Guildhall on Monday, 16 July 2018 at 12.30 pm

Present

Members:

Alderman Ian Luder
Wendy Mead
Barbara Newman
Graeme Smith (Chairman)
Justin Meath-Baker
Catherine Bickmore
Jeremy Simons
Oliver Sells QC (Deputy Chairman)

Officers:

Carl Locsin	- Town Clerk's Department
Alison Hurley	- City Surveyor's Department
Martin Rodman	- Superintendent, City Gardens
Mark Jarvis	- Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's
Natasha Dogra	- Town Clerk's Department
Colin Buttery	- Director of Open Spaces & Heritage
Lucy Murphy	- West Ham Park Manager

1. APOLOGIES

Apologies of absence had been received from Caroline Haines, John Tomlinson, Robert Cazenove, Richard Gurney and Anne Fairweather.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations of interest.

3. THE ORDER OF THE COURT OF COMMON COUNCIL

RESOLVED – that the Order of the Court of Common Council be received as an accurate record.

4. ELECTION OF CHAIRMAN

The Committee were invited to elect a Chairman for the ensuing year. A list of names of the Members who were eligible to stand was read. Catherine Bickmore and Graeme Smith expressed an interest in serving.

RESOLVED – following a vote Graeme Smith was elected as Chairman for the ensuing year.

5. ELECTION OF DEPUTY CHAIRMAN

The Committee were invited to elect a Deputy Chairman for the ensuing year. A list of names of the Members who were eligible to stand was read. Ms Catherine Bickmore and Oliver Sells expressed an interest in serving.

RESOLVED – following a vote both Mr Sells and Ms Bickmore received an equal number of votes. Therefore, the Chairman exercised his right to provide the casting vote. Oliver Sells was appointed as Deputy Chairman for the ensuing year.

6. **MINUTES**

The Committee were invited to consider the minutes of the previous meeting.

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

7. **SUPERINTENDENT'S UPDATE**

The Committee received an update on activities within West Ham Park and noted an update in relation to the Nursery project. The options review group met in February to review the concept designs for the three options that are being taken forward. They met again in May to consider the full options appraisal. During the Sheriff's and Members visit to site in June a summary of the proposals was also presented to those in attendance.

Members noted that it had been the intent to bring a progress report to the committee, however due to competition for funding from a number of other major projects, the report must firstly be considered by the Operational Property Group and Priorities Board so that the funding requirements can be considered against the City's Corporate plan Priorities and other funding bids.

The Committee noted that the outcome of this would support the next stages of the project focussing on the delivery strategy before the detailed design is worked up.

RESOLVED – that the update be received.

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

The Committee were invited to consider the risk management report and noted the risks faced by the Department of Open Spaces and across the City Gardens and West Ham Park division. Risk was reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

In response to a query regarding tree pests and diseases, Members noted that this risk was seasonal, and the direction of travel was difficult to ascertain. The Director said that Oak Processionary Moth may be a greater risk to the open spaces later this year. Members were informed that Officers consulted with their counterparts across Europe to keep abreast of changes in tree pests and diseases. Members agreed that OPM was a risk to the health of staff dealing with the disease. The Director stated that as the species extended its range it would also be a range to the public.

The Chairman provided feedback on the template of the report and informed Members that the layout of corporate risk registers was being reviewed Corporation-wide. Officers were advised to consult the designs of registers considered by the Police Committee.

RESOLVED – that Members approved the West Ham Park risk register.

9. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19 - OPEN SPACES**

Members were presented with the final high-level business plan for the Open Spaces Department for 2018/19. The Business Plan identified three top line objectives with four outcomes sitting under each objective. These objectives and outcomes are pertinent to the whole range of services provided by the Department. The Plan highlighted how the Open Spaces Business Plan helped to deliver the outcomes of the Corporate Plan 2018 – 2023 by referencing the Corporate Plan numbered outcomes alongside the Departments outcomes, programmes and projects.

RESOLVED – that the update be received.

10. **CYCLICAL WORKS PROGRAMME**

Members noted a provisional list of cyclical projects being considered for properties under the management of West Ham Park Committee under the cyclical works programme. The draft cyclical project list for 2019/20 totals £94,200 and would continue the on-going programme in the maintenance of the property and infrastructure assets.

RESOLVED – that Members approved the Cyclical Works Programme.

11. **REVENUE OUTTURN 2017/18**

Members were presented with a report comparing the revenue outturn for the services overseen by the Committee in 2017/18 with the final agreed budget for the year. In total, there was a better than budget position of £3,000 for the services overseen by this Committee compared with the final agreed budget for the year.

RESOLVED – that the report be received.

12. **OPEN SPACES BUSINESS PLAN YEAR-END REPORT 2017/18**

Members were informed that 2017/18 was a year of embedding change, with a new Director and new services joining the Department. Services have continued to perform well with high levels of customer satisfaction recorded and numerous accreditations from organisations such as Green Flag, London in Bloom and Visit England.

There had been consistent achievement of performance measures with slight improvement upon the previous year. Net local risk expenditure for services that are the responsibility of the Open Spaces and City Gardens Committee came in very slightly (0.2% / £28k) overspent.

Members noted that the Open Spaces Act received Royal assent on 15 March 2018 and this would enable the charities to enhance their ability to optimise income generation.

RESOLVED – that the report be received.

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

There were no questions.

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

There was no urgent business.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON PUBLIC MINUTES**

The Committee were invited to consider the minutes of the previous meeting.

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

17. **LONG TERM FUNDING OF THE LEARNING PROGRAMME**

The Committee were invited to consider and receive the report of the Director of Open Spaces.

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

There were no questions.

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

There was no urgent business.

The meeting ended at 1.22 pm

Chairman

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

Committee:	Date:
West Ham Park	10 December 2018
Subject: Park Manager's Update	Public
Report of: Superintendent of Parks and Gardens	For Information
Summary	
<p>This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since July 2018.</p>	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none">• Note the report	

Main Report

Budget and Personnel

1. The budget for West Ham Park is currently in line with anticipated expenditure for this time of year. The Park has secured a £15,000 from the GLA's Greener City Fund Community Grant scheme, to contribute toward the cost of re-landscaping works at South Meadow (see paragraph 12). A further application with Tesco *Bags of Help* is currently live in stores and would further contribute towards costs associated with the project, with the remaining costs being met from local risk.
2. Staffing: In the office the part time Support Service Finance officer role was filled permanently in November. A Public Relations apprentice joined us in May and has been of great value in developing an Instagram account for the Park (see #westhamParke7) whilst increasing our presence on Twitter and assisting with the consultation for the playground project. She will be leaving the team in December as she has secured a permanent role elsewhere.

Community, Volunteering, Outreach and events

3. The Bringing Communities Together event led by Haf's academy took place in the Park on the 14th and 15th of July. Good weather and improved marketing resulted in higher attendance figures than last year with an estimate 4,500 people attending over the weekend. Feedback from attendees was positive. The Park Manager and event organisers are preparing a detailed feedback

report along with proposals for a repeat event in 2019 which will be brought to the February committee meeting.

4. Wild East Project: 10 trike sessions have been carried out during July and August in the Park with 226 participants being involved in various wildlife activities. The Wild East officer attended events in other locations in the area to raise awareness of the project and the Park, for example at a Fun Day in Priory Park (Green Street East Ward), holding a stall at Woodgrange Market and having pop-up information stands at Forest Gate and Manor Park Library's. New user groups now using the Park following previous introduction by the Wild East Officer include 'Together!' a disabled artist group who have used the Park for their Friday morning art club; and EKTA a project for elderly Asian residents in Newham (many of whom are frail and isolated) who held an afternoon picnic in the Park. Unfortunately, the Wild East officer left the team in October. This role is not being re-recruited in the short term (see note in paragraph 7 below). Other officers from the learning team at Hampstead and Epping Forest have supported key events at West Ham Park, for example 'Newham's Biggest leaf pile' and had a presence with the trike during Newham History week.
5. Wild Schools: Over the summer holiday period the Wild School officer has been planning sessions for the autumn, including the next steps with the delivery of the extension of the wildlife garden. A new wildflower meadow has been created with assistance from the Friends of West Ham Park. Multi-stemmed shrubs were planted in November and further mixed shrub planting added to increase the understorey for wildlife and create richer and more diverse habitats for the children to interact with.
6. The proposed art project with the Friends of West Ham Park, Wild School officer and local school was declined by Crossrail in its initial form however talks are ongoing and new relationships have been forged with their communications team who are now promoting the Park's activities and events through their twitter feed.
7. The short-term City Bridge Trust funding of the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and wellbeing and delivers activities in some of London's more deprived communities. The long term funding for the Learning Programme is detailed further in the separate budget estimate report brought to this Committee.
8. Vegetable garden: During the Friends Group's AGM, a new volunteer came forward to re-form and coordinate the vegetable garden. Over the summer two other volunteers have come forward to be 'plot leaders'. Several gardening sessions have been held and an array of produce was cultivated over the summer and autumn. The Park Manager is working with the new coordinator over the winter period to plan for a full launch for the garden in the spring with new drop in sessions on week days and weekends to be scheduled for 2019.
9. The Friends of West Ham Park have continued to be active running a series of walks, talks and events in the Park. During the 'Bringing communities

together' event, the friends ran one of the community stands talking to attendees about the Park's history, specifically the Dr Fothergill connection with botanical drawing. Children were able to create their own botanical drawings from various craft materials. On a warm evening in August 75 local people joined a walk around the Park at dusk and witnessed a number of bats feeding over the wildflower meadows and in open grassland areas of the Park. A second bat walk was held on the 28th September with 65 attendees. The annual 'Leaf Pile' event was as popular as ever in November, with around 100 people attending along with the new Mayor of Newham Rokhsana Fiaz who spent time talking with friends and residents as well as leading the charge of children into the pile at the end of the event (see pictures below).

10. The friends event season for 2018 closes with Park in the Dark on the 7th December. January will see bird walks and Star gazing as well as maintenance sessions in the wildlife garden.

Operational activities

11. The hot and dry summer weather had several impacts on the Park's landscape. Some of the lawns in the ornamental garden and the cricket outfield have suffered from scorching and have not recovered. Maintenance work during the spring will endeavour to de-compact these areas and reseed them. Some trees within the Park showed severe signs of stress. A number of the larger plane trees defoliated in August, however it is thought that they have gone into an early hibernation. The condition of all trees is being monitored closely. The ornamental gardens contain a number of box topiaries and hedging which were affected by box blight and died. Alternatives to box are being used when replacing these specimens, such as Yew (for topiary) and Pittosporum (in the rose garden for featured larger spherical specimens).
12. South Meadow: As mentioned earlier the Park has been successful in being awarded grant funding from the GLA to help with landscaping costs for the south meadow area of the Park. The area suffers from antisocial behaviour, the new landscaping has been planned to design out some of the problem areas, whilst providing additional planting to enhance the area's biodiversity, whilst new trees will increase the tree canopy cover within the Park and help combat air pollution from the nearby road. A number of large evergreen Hollies are being removed and sight lines through the space will be opened up. A new path is being added to improve access.
13. Playground Refurbishment project: During the summer public consultation was held for three different designs for the playground project. Over 400 people were directly engaged with. The project was also picked up in local media and by local community and residents' groups. Results from the consultation voted in favour of extending the footprint of the space and including new planting. The removal of the paddling pool was supported but the highest votes were for the installation of a water play feature with hand pumps rather than a splash pad facility. A short presentation regarding the designs and outcome of the consultation will be presented during the committee meeting.
14. A review of sporting activity in the Park is the subject of a separate report on this agenda.

Property Matters

15. Nursery update: The Options Review Group comprised of Members and other key stakeholders met for the third time in May 2018. Substantial progress had been made by BDP, the lead consultant, bringing design work up to RIBA Stage 2. A Gateway 3b (preferred option) report was prepared with the intention of bringing this to the July committee cycle. However, as some of the options contained within the report would require substantial capital investment, the report was withdrawn so that an appropriate funding stream could be identified. Following a meeting between Chief Officers of relevant departments and the project team, it has been determined that the options report should be taken to further internal boards and Member committees. Using advice provided by these groups, the report will then be redrafted to include proposed procurement routes for each of the options identified, before returning to your committee.
16. Letting Terms of Residential Lodges: Please see non-public Appendix 1 (attached).
17. Claim for Adverse Possession: Please see non-public Appendix 1 (attached).
18. Restoration work of Margery and Linden Gates has taken place throughout the autumn. These two sets of gates date back to 1870's (however it would appear that the Linden gates were added slightly later) and are listed features. A paint analysis was carried out to establish the original colour of the gates. Over 11 layers of paint were evident, with the original colour being a dark bronzed green mixed from Prussian blue, carbon black, ochre and a small amount of lead white. The closest modern day RAL colour to this is RAL6020. Damaged areas of the gates have been repaired and RA:6020 used to restore them to their original colour.
19. The cricket nets within the Park will be resurfaced and new fencing added this autumn. Works will be complete in time for the start of the 2019 season.

Appendices

- Non-Public Appendix 1 – West Ham Park Manager's Update 10 December 2018: Non-Public Items

Lucy Murphy

West Ham Park Manager

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Committee:	Date:
West Ham Park Committee	10 December 2018
Subject:	Public
West Ham Park Sports Fees and Charges review 2019-20	
Report of:	For Decision
Director of Open Spaces	
Summary	
<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 2019/20.</p>	
Recommendation	
Members are asked to:	
<ul style="list-style-type: none"> • Approve the proposed schedule of charges (attached at Appendix 2) for sports facilities in West Ham Park for the 2019/20 financial year. 	

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 2015 and this financial year up to the end of September. Income targets for 2017/18 were increased to help offset budget reductions implemented across the City of London. The World Cup Football and hot summer temperatures saw a drop in participation in the summer months, most noticeably in tennis. It cannot be said with certainty that the Park will meet its income targets for sport this year, however income in other areas e.g. events and licencing is expected to make up for any shortfall.

Table 1: Sports income, West Ham Park

	2015/16	2016/17	2017/18	2018-19 to date	Target Income
Cricket Nets	£ 3,021	£ 1,055	£ 1,428	£ 780	£ 3,000
Cricket General	£ 3,812	£ 4,001	£ 5,410	£ 5,911	£ 4,000
Football Pitches	£ 1,380	£ 2,474	£ 1,217	£ 1,745	£ 2,000
Tennis Courts	£ 7,738	£11,153	£17,580	£ 10,464	£ 20,000
School Sports	£ 2,618	£ 1,091	£ 2,624	£ 1,759	£ 3,000
Total Income	£18,569	£19,774	£28,259	£ 20,659	£ 32,000

3. Football: there has been a reduction in football income this year due to a change in the management of Heros2020 (the junior coaching team) who parted ways, with one coach setting up a new coaching club in the Park. There was a drop in numbers of participants while the new coaching programmes embedded. Prices for use of Park land were adjusted while the number of children attending the coaching camps were low. These have now increased, and it is expected that in 2019 income through football coaching will return to levels previously seen, and if both camps become successful then income will increase in future years.
4. Tennis: The London Borough of Newham has received funding from the Lawn Tennis Association to improve facilities at several courts in the borough. One of these, Stratford Park, is close to West Ham Park (less than a mile away). A £30 annual membership per a household (to play on a single court for 2 hours per day) has been introduced. With this increase competition, usage at West Ham Park's courts has not increasing as much as projected. The hot weather throughout July and August also impacted play. However West Ham Parks licenced tennis coaches, Tennis Come True, continue to steadily grow their coaching programmes. A male and female league team has been developed, uptake and participation of inter-club competitions has also increased. This is raising the profile of the park, its coaches and coaching courses. The coaches have accessed funding to provide free tennis lessons in local schools. A Tennis Development Group has been formed, attended by the Park, its coaches, Active Newham and other key stakeholders to increase tennis participation in the borough. By working closely with this group, it is hoped that initiatives can be implemented that will promote the sport across the borough and not see neighbouring sites competing with each other.
5. Cricket- 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 when it was first established. They currently have a membership list of 78 and have seen a steady increase in numbers and retention. One of the areas that they had success with this year is parental engagement. They want to build on this success and use it to improve their uptake going forward for example to support the development of a female training group which began in 2017.
6. Schools Sports days- Many of the local primary and secondary schools have been using the facilities in the park for their annual Sports Day. We have seen a number of repeat customers from last year. It is likely that this remains fairly static in the future as we are now reaching capacity in terms of usage during the key July term time. The catchment area is also limited to schools within a reasonable travelling distance. Two local schools also pay an annual price to use the marked pitch facilities in the park rather than paying individually for use throughout the year.
7. Informal Sports: An additional piece of outdoor gym equipment was added in the Spring of 2018, this now brings the total number of apparatus to 8. The area is very popular with local people and in use throughout much of the day.

A local group have started a Tai Chi group in the Park and utilise the bandstand on week days.

Proposals

8. A benchmarking exercise to compare West Ham Park's sporting facilities with the parks local competitors and other City sites (see Appendix 1). It is proposed that most charges for 2019/20 be increased by 2.7% 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.
9. The park had previously operated a membership scheme, which allowed members to book courts up to 10 days in advance, rather than 3 days in advance for other registered users. However, this has only received limited take up. It is therefore proposed that this is abolished and a new annual membership per household introduced (at £30 to match LB Newham scheme).
10. The introduction of an annual membership pass at £20 for use of the cricket nets, to encourage use of the newly resurfaced cricket nets and promote the facility in the borough. Usage will be capped at maximum booking of one lane for two hours per day.
11. Football is not in high demand at the park. It is therefore recommended that prices remain lower than neighbouring sites to encourage use of the pitches at West Ham.
12. The charges stated are inclusive of VAT, other than for block booking of football and cricket (subject to meeting the conditions as set out by the HMRC).

Corporate & Strategic Implications

13. The proposed sports charges are consistent with Objective 2 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.
14. The provision of sports facilities supports the **Department of Open Spaces 2018 – 19 Business Plan:**
 - i. **Spaces enrich people's lives:** People enjoy good health and wellbeing and People feel welcome and included
 - ii. **Business practices are responsible and sustainable:** Our practices are financially and socially and environmentally sustainable
15. The provision of sports facilities contributes to the following **Corporate Plan 2018-23** aims and outcomes:
Contribute to a flourishing society
 - i. People enjoy good health and wellbeing
 - ii. People have equal opportunities to enrich their lives and reach their full potential

- iii. Communities are cohesive and have the facilities they need

Shape outstanding environments

- i. Our spaces are secure, resilient and well-maintained

Implications

16. 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.
17. 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.
18. Fees and charges in this report have been set by benchmarking and comparing fees with other facilities in the local area. The costs recovered from these charges are marginal. In 2015/16 a detailed analysis of costs associated with sports was reviewed and it was calculated 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. Since this time 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 (where available).

Conclusion

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

Appendices

- Appendix 1: Benchmarking of West Ham Park sports charges
- Appendix 2: Summary of West Ham Park proposed charges for 2019

Background Papers:

- Epping Forest Licence Produce and Sport Charges (SEF40/18) October 2018.
- West Ham Park Sports fees and charges review 2018/19, December 2017

Lucy Murphy

West Ham Park Manager

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• Appendix 1: Benchmarking of West Ham Park sports charges

Cricket		Flanders Field (Bonny Downs)	NLOS: Proposed	WHP 18-19 current	Inflation 2.7%	Proposed change	WHP 19-20 Proposed	Notes
Adult	7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£765 (6 and over) £127.50 per extra match		£714.00	£733.28	See notes	£730.00	Increase by inflation at 2.6% but round down to stay competitive with local team
	Single match - day	£150.00	£96.00	£120.00	£123.24	x 2 artificial	£124.00	
	Single match - 4 hours (artificial)	£100.00		£60.00	£61.62	Inflation	£62.00	
	Nets - per hour	£10.00	£8.00	£9.00	£9.24	Benchmark	£10.00	Nets due to be resurfaced in 2018. Increase price for single usage and introduce new annual pass per household
Nets - Annual pass				£0.00	NEW	£20.00		
Concession	7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£459 (6 and over) £76.50 per extra match		£428.00	£439.56	40% discount	£438.00	40% discount on adult price offered to encourage youth participation
	Single Match - day	£90.00		£72.00	£73.94	40% discount	£74.00	
	Single Match - 4 hours	£65.00	£63.00	£36.00	£36.97	40% discount	£37.00	
	Nets - per hour	£10.00	£8.00	£5.00	£5.14	40% discount	£6.00	Nets being resurfaced therefore increase in line with concessionary rate

Tennis Courts		Lee Valley & Olympic Park	LB Newham: Stratford Park	WHP 18-19 current	2.70%	Proposed change	WHP 19-20 Proposed	Notes
Adults	per hour	Peak £10 Off Peak £8	£5.00	£7 peak £5 off peak	7.19 and 5.135	Hold	Peak £7 Off Peak £5	Hold prices due to local competition
	Coaching: Various levels (per hr)	£8, £12	£25 per month	£10.00	£10.27	Hold	£10.00	
	Classes: Tennis Tuesdays/Cardio tennis	£7.00	As above	£7.00	£7.19	Hold	£7.00	
	Membership	Not comparable	£30 per household	£20.00	£20.54	NEW	£30.00	Household pass
Concession	per hour	£6.00	£5.00	£4.00	£4.11	see note	Peak £4 Off Peak £2.50	Hold prices due to local competition
	Coaching - Red/Orange/Green session	£48/ 7week;	£25*	£2.50	£2.57	40% discount	£2.50	
	Classes: Over 50's [5 weeks]		N/A	£7.00	£7.19	40% discount	£7.00	
	Membership	Not comparable	£30 per household	£10.00	£10.27	NEW	£30.00	Household pass

£25* Children are eligible for free coaching during school holidays when they purchase a monthly coaching plan

Marking out charges		Hampstead Heath	WHP 18-19 current	2.70%	Proposed change	WHP 19-20 Proposed	Notes
Adult	Rounder's - per pitch	£54.00	£54.50	£55.97	Inflation	£56.00	Increase by inflation at 2.6%
Concession	Rounder's - per pitch		£21.50	£22.08	40% Discount	£22.00	
Concession	Running track per day (400m)	£250.00	£56.00	£57.51	Inflation	£58.00	
Concession	Running track per day (100m)		£21.00	£21.57	Inflation	£22.00	
Concession	School Sports day <100 attendees	£150.00	£83.00	£85.24	Inflation	£85.00	
Concession	School Sports day <500 attendees		£114.00	£117.08	Inflation	£117.00	
Concession	School Sports day >500 attendees		On request		On request		
Adult	Running track: prices available on request.	£4.00	On request		On request		Prices calculated based on staff support required at larger sports days

Football		Flanders Playing field	Wanstead Flats	Hampstead Heath	WHP 18-19 current	2.70%	Proposed change	WHP 19-20 Proposed	Notes
Adult	Saturdays: 15 games plus free use of dressing rooms	12 matches £950	£614.00	N/A	£467.00	£479.61	Inflation	£480.00	Increased by inflation
	Sundays: 15 games plus free use of		£875.00	N/A	£687.00	£705.55	Inflation	£706.00	
	Single match - Mon-Fri	£90.00		£90.00	£53.00	£54.43	Inflation	£54.00	
	Single match - Sat		£72.00		£64.00	£65.73	Inflation	£66.00	
	Single match - Sun		£87.00		£78.00	£80.11	Inflation	£80.00	
Concessions	Saturdays: 15 games plus free use of dressing rooms	12 matches £450	No concessionary rate applied	N/A	£205.00	£210.54	Inflation	£211.00	
	Sundays: 15 games plus free use of			N/A	£308.00	£316.32	Inflation	£316.00	
	Single match - Mon-Fri	£60.00		£54.00	£32.00	£32.86	Inflation	£33.00	
	Single match - Sat & Sun			£36.00	£36.97	Inflation	£37.00		

Use of changing rooms		LB Newham	WHP 18-19 current	2.70%	Proposed change	WHP 19-20 Proposed	Notes
All	Changing room fee for single match	N/A	£51.00	£52.38	Inflation (2.6%)	£52.00	Increased by inflation

Appendix 2: Summary of West Ham Park proposed charges for 2019/20

	2019/20	
Cricket	Adults	Concession
7 games, plus free use of 1 practice net, 1 evening per week & free use of dressing rooms	£ 730.00	£ 438.00
Single match- day	£ 124.00	£ 74.00
Single match – 4 hours	£ 62.00	£ 37.00
Nets- Annual Membership	£ 20.00	
Nets- Per hour	£ N/A	£ 6.00
Changing room fee for single match	£	52.00
Tennis Courts		
Annual Household Membership	£ 30.00	
Coaching – Various Levels	£ 10.00	£ 2.50
Per hour – Peak *	£ 7.00	£ 4.00
Per hour – off Peak **	£ 5.00	£ 2.50
	£	
Marking out charges		
Rounders – per pitch	£ 56.00	£ 22.00
Running track per day (400m)	On request	£ 58.00
Running track per day (100m)		£ 22.00
School Sports day <100 attendees		£ 85.00
School Sports day < 500 attendees		£ 117.00
School Sports day >500 attendee – price on request		On request
Football		
Saturdays: 15 games plus free use of dressing rooms	£	£ 211.00
Sunday: 15 games plus free use of dressing rooms	£	£ 316.00
Single match – Mon-Fri	£ 54.00	£ 33.00
Single match - Sat	£ 66.00	£ 37.00
Single match - Sun	£ 80.00	
5 Aside	On request	
Changing Rooms		
Changing room fee for single match	£	52.00

Notes:

- Concession -
- 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
- Annual pass per household introduced for cricket nets and tennis – maximum booking of one lane/court for two hours per day (in line with LB Newham terms and conditions).

Agenda Item 7

Committee(s) West Ham Park Committee	Dated: 10 December 2018
Subject: Revenue & Capital Budgets – 2018/19 & 2019/20	Public
Report of: The Chamberlain The Director of Open Spaces	For Decision
Report Author: Derek Cobbing - Chamberlains dept	

Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, 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 Includes Local Risk, Central Risk, and Recharges/Support Services.	Original Budget (OR) 2018/19 £000	Latest Approved Budget 2018/19 £000	Original Budget (OR) 2019/20 £000	Movement 2018-19 OR to 2019-20 OR £000
Expenditure	(1,669)	(1,403)	(1,363)	306
Income	244	261	245	1
Support Services	(189)	(261)	(223)	(34)
Total Net (Expenditure)	(1,614)	(1,403)	(1,341)	273

Overall the provisional Original budget for 2019/20 totals £1.341M, a decrease of £273,000 compared with the Original Budget for 2018/19. The main reason for this decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) over the three-year period, these costs can be found in Table 1.

A breakdown is provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

Recommendation

The Committee is requested to:

- Review the provisional 2019/20 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.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- 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 2019/20. 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 Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 16 July 2018. The top line objectives are:-
 - Open Spaces and historic sites are thriving and accessible.
 - Spaces enrich people's lives.
 - Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. 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. Specific priorities for West Ham Park are:

- Work cross-departmentally through Asset Management Planning to maximise the value of our assets including the former West Ham Park Nursery site.
- Initiate and progress key capital and local risk projects including the playground and ancillary visitor facilities at West Ham Park.
- Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports.
- Obtain agreement and implement the overarching Departmental and site specific 'events' policies.
- Progress reviews, drafting and completion of management/conservation plans at West Ham Park.

Proposed Revenue Budget for 2019/20

6. The proposed detailed Revenue Budget for 2019/20 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 2019/20 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. For 2019/20 there has been a 2% allowance for pay and prices, this has been off-set by efficiency savings of 2%, both on Local Risk. In addition, £72,000 has been given in relation to the City Apprenticeship Programme. The budget has been prepared within the resources allocated to the Director.

TABLE 1
WEST HAM PARK COMMITTEE SUMMARY – ALL FUNDS

Analysis of Service Expenditure	Local or Central Risk	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 18-19OR to 19-20OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(638)	(681)	(662)	(732)	(51)	10
Premises Related Expenses	L	(56)	(45)	(71)	(45)	-	
Premises Related Expenses	C	(43)	-	-	-	-	
R & M (City Surveyor's Local Risk inc cleaning)	L	(200)	(683)	(348)	(399)	284	11
Transport Related Expenses	L	(26)	(20)	(20)	(20)	-	
Supplies & Services	L	(182)	(117)	(179)	(139)	(22)	
Supplies & Services	C	(101)	(100)	(100)	(5)	95	13
Third Party Payments	L	(18)	(13)	(13)	(13)	-	
Capital Charges	C	(10)	(10)	(10)	(10)	-	
Total Expenditure		(1,274)	(1,669)	(1,403)	(1,363)	306	
INCOME							
Other Grants, Reimbursements and Contributions	L	38	-	15	-	-	
Customer, Client Receipts	L	268	203	205	204	1	
Customer, Client Receipts	C	41	40	40	40	-	
Investment Income	C	1	1	1	1	-	
Transfer from Reserves – City Bridge Trust	C	7	-	-	-	-	
Total Income		355	244	261	245	1	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(919)	(1,425)	(1,142)	(1,118)	307	
SUPPORT SERVICES							
Central Support		(190)	(174)	(183)	(182)	(8)	
Recharges within Fund							
Directorate Recharges		(18)	(18)	(21)	(30)	(12)	
Learning Recharges		(54)	(4)	(64)	(18)	(14)	
Corporate and Democratic Core		7	7	7	7	-	
Total Support Services		(255)	(189)	(261)	(223)	(34)	
TOTAL NET (EXPENDITURE)		(1,174)	(1,614)	(1,403)	(1,341)	273	

8. Income, increases in income, and reductions in expenditure are 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 a decrease of £273,000 between the 2018/19 original budget and the 2019/20 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. There is an increase of £51,000 in employee expenditure between the 2018/19 original budget and the 2019/20 budget which is mainly due to a provision for a pay award, incremental progression, plus additional resources have been given to support the apprentice programme in 2019/20.

Table 2 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
West Ham Park	17.50	(681)	17.42	(662)	19.50	(732)
TOTAL WEST HAM PARK COMMITTEE	17.50	(681)	17.42	(662)	19.50	(732)

11. The decrease of £284,000 from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The Cyclical Works Programme is subject to a bid for resources each year with funding not ring fenced to individual clients, monies vary considerably for departments as it is all based on an agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the 2018/19 OR to 2019/20 OR budgets will reflect the change in bids each year and the amount of projects which are being delivered over the three years of the programme.
12. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.

TABLE 3 - CITY SURVEYOR LOCAL RISK	Original Budget 2018/19	Latest Approved Budget 2018/19	Original Budget 2019/20
	£'000	£'000	£'000
Repairs and Maintenance (including cleaning)			
Additional Works Programme			
West Ham Park	(600)	(286)	(332)
	(600)	(286)	(332)
Planned & Reactive Works (Breakdown & Servicing)			
West Ham Park	(75)	(54)	(59)
	(75)	(54)	(59)
Cleaning			
West Ham Park	(8)	(8)	(8)
	(8)	(8)	(8)
Total City Surveyor	(683)	(348)	(399)

13. The reduction in supplies and services within central risk is due to a £95,000 provision for payment to Royal Parks, regarding the contract to supply bedding plants. This figure will not appear in the 19/20 budget as the City's commitment resulting from terminating the contract ceases in February 2019.

Potential Further Budget Developments

14. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:
- decisions on funding of the Cyclical Work Programme by the Resource Allocation Sub Committee.
 - During the first half of 2018/19 there have been areas of significant exceptional spend which the Department had not specifically budgeted for. This included increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 for the Department. Note that alongside the cost of dealing with the Wanstead Flats fire, this may lead to an overspend potentially for the department at the end of the 2018/19 financial year. It is anticipated that the cost of managing tree pests and diseases in particular OPM in future years, will increase exponentially, potentially costing £250,000 in 2019/20. A growth bid for the Departments anticipated additional costs will be made within the Medium-Term Financial Plan report.
 - The short-term City Bridge Trust funding the Department's Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and wellbeing and delivers activities in some of London's

more deprived communities. The Department will be requesting within the Medium-Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three-month additional funding as agreed by Resource Allocation Sub-Committee on the 4th October 2018.

Revenue Budget 2018/19

15. The 2018/19 latest approved budget includes an allocation of £30,000 from the reinstated inflation uplift towards the West Ham Park Playground project, and a resource of £21,000 was also given to support the apprentice programme. The forecast outturn for the current year is in line with the latest approved budget of £1.403M. Movement of the Local risk Budgets from the Original 2018/19 Budgets to the 2018/19 Latest Approved Budgets can be found in Appendix 3.

Draft Capital and Supplementary Revenue Budgets

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

Service Managed	Project	Exp. Pre 01/04/18	2018/19	2019/20	2020/21	Later Years	Total
		£'000	£'000	£'000	£'000	£'000	£'000
	<u>Pre-implementation</u>						
West Ham Park	Nursery, alternative uses	50	96	50			196
	Playground refurbishment	10	45				55
TOTAL WEST HAM PARK		60	141	50	0	0	251

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 site 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 subject to further approvals.
20. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement in Local Risk Budgets 2018/19 OR to 2018/19 LAB

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Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget (OR) 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget (OR) 2019-20 £'000	Movement 2018-19(OR) to 2019-20(OR) £'000	Paragraph(s) Reference
<u>CITY'S CASH</u>						
West Ham Park	(1,174)	(1,614)	(1,403)	(1,341)	273	a)
TOTAL (CITY'S CASH)	(1,174)	(1,614)	(1,403)	(1,341)	273	

- a) The reduction of £273,000 is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report.

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Appendix 2

Support Services from/to West Ham Park Committee	Actual 2017-18 £'000	Original Budget (OR) 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget (OR) 2019-20 £'000	Movement 2018-19(OR) to 2019-20(OR) £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(41)	(40)	(42)	(42)	(2)	
Insurance	(15)	(17)	(15)	(16)	1	
I.S.Recharges - Chamberlain	(41)	(38)	(41)	(38)	-	
Support Services-						
Chamberlain (inc CLPS recharges)	(43)	(35)	(40)	(40)	(5)	
Comptroller and City Solicitor	(4)	(5)	(4)	(4)	1	
Town Clerk	(31)	(28)	(25)	(26)	2	
City Surveyor	(15)	(11)	(16)	(16)	(5)	
Total Support Services	(190)	(174)	(183)	(182)	(8)	
<u>Recharges Within Fund</u>						
Directorate Recharges	(18)	(18)	(21)	(30)	(12)	
Learning Recharges	(54)	(4)	(64)	(18)	(14)	
Corporate and Democratic Core	7	7	7	7	-	
Total Recharges Within Fund	(65)	(15)	(78)	(41)	(26)	
Total Support Services	(255)	(189)	(261)	(223)	(34)	

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Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget (OR) 2018-19 £'000	Latest Approved Budget (LAB) 2018-19 £'000	Movement 2018-19 OR to 2018-19 LAB £'000	Paragraph Reference
EXPENDITURE					
Employees	L	(681)	(662)	19	
Premises Related Expenses	L	(45)	(71)	(26)	
R & M (City Surveyor's Local Risk inc cleaning)	L	(683)	(348)	335	a)
Transport Related Expenses	L	(20)	(20)	-	
Supplies & Services	L	(117)	(179)	(62)	b)
Third Party Payments	L	(13)	(13)	-	
INCOME					
Other Grants, Reimbursements and Contributions	L	-	15	15	
Customer, Client Receipts	L	203	205	2	

- a) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works Programmes that would be delivered during the year. Officers plan and refine their projects during the start of the year and the budget is then revised to reflect their programme for the year to reflect operational requirements of occupying departments and more strategic changes.
- b) The £62,000 increase in supplies and services is mainly due to an allocation of £30,000 from the Directorate towards the West Ham Park Playground project and £30,000 is being spent on the South Meadow Improvement Project (landscaping and tree planting works).

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Committee:	Date:
Epping Forest and City Commons - For Information	19 November 2018
Hampstead Heath, Highgate - For Information	28 November 2018
Wood and Queens Park	
Open Spaces and City Gardens - For Information	10 December 2018
West Ham Park - For Information	10 December 2018
Subject: Departmental Business Plan 2018/19 – Six month performance update	Public
Report of: Colin Buttery – Director, Open Spaces	
Report author: Gerry Kiefer, Open Spaces	

Summary

This report provides Members with an update on progress and performance against the 2018/19 Business Plan by the services which report to the various Open Spaces Committees.

The update highlights progress against programmes and projects, six monthly performance indicator data and includes achievements under the Business Plan's three main objectives.

Recommendation

Members are asked to:

- Note the progress made against the 2018/19 Business Plan objectives, projects and performance indicators.

Main Report

Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2018/19 (Appendix 1) in April 2018.
2. The Department's Vision is: *we enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*
3. The Business Plan identified three main objectives under which sit twelve outcomes which are set out on page one of the Business Plan.
4. The key programmes and projects listed on page 2 of the Business Plan will help the Department achieve these objectives and outcomes.

Current Position

Objectives and Outcomes

5. A number of notable achievements have already been made under the three objectives:

A. Open Spaces and Historic Sites are Thriving and Accessible.

- Epping Forest and The Commons are progressing Special Area of Conservation (SAC) Mitigation strategies with their neighbouring local planning authorities
- Successful multi-agency working limited the impact of the grass and heathland fires across the sites, but particularly at Wanstead Flats
- Significant work was undertaken by contractors to mitigate against the impact of Oak Processionary Moth (OPM). It is anticipated that this will be an ongoing issue for the Department.
- Sherriff Redcliffe opened West Ham Parks extended wildlife garden during the Committee visit to site in June.
- Surveys continue to record rare species on Burnham Beeches and Stoke Common, including a new fungus species for the county, 3 new red data book (RDB) lichens and 4 species new to the county. A new species of damselfly, the Willow emerald damselfly, has been recorded mating and egg laying on the Heath for the first time this year.
- 2018 ZSL survey reveals Hampstead Heath as a very important London site for hedgehogs.
- West Ham Park awarded Mayor of London's 'Greener City Fund'. The £15k Community tree planting grant will contribute towards South Meadow improvement project.

B. Spaces Enrich People's Lives.

- The summer's good weather meant that customer demand for swimming at the Parliament Hill Fields Lido and Heath Bathing Ponds increased significantly.
- Sixteen funding applications received from voluntary and registered charities to support projects linked to "Enjoying Green Spaces and the Natural Environment". Award recommendations will be proposed to OSGC Chairman and Deputy in December.
- 27,228 people have engaged with the Learning Programme between April and September.
- Facilitated visit programmes by the Learning Team engaged 32 diverse community groups who do not usually visit green spaces.
- Epping Forest contributed to the successful bid by Waltham Forest as the first ever London Borough of Culture. Several arts events in the Forest have been announced
- A wide programme of visitor service events and exhibitions have been held across all the sites increasing awareness of nature and the sites history including an exhibition celebrating 130 years of Golf in Epping Forest and 140 years of the Epping Forest Act
- The Kenley Revival Project engaged with 6,256 people during this period.

- 1,864 hours of volunteering were recorded at the Kenley Revival project including the community archaeology strand of the project, where participants uncovered a machine gun pit and other WWII features.

C. Business Practices are Responsible and Sustainable.

- The City of London Corporation hosted the National Parks City conference in July.
- Across the Department there are 23 apprentices undertaking a wide variety of roles.
- Countryside Stewardship Grant applications have been submitted for Stoke Common and Burnham Beeches.
- Funding has been awarded from the Chamberlains 'Priorities Investment Pot' for Open Spaces projects and initiatives.
- A review of the waste and recycling operations is underway across the Department.
- The learning team delivered a successful talent and skill building programme for 54 young people, including 16 work experience placements looking to explore careers in the environmental and green spaces sector.
- Epping Forest adopted a new Play Policy to prevent unsuitable development
- 197 responses were received to the Open Spaces staff survey which gave staff a chance to anonymously share their views on working in the Open Spaces Department. Recommendations are being implemented.
- Three inter-divisional project days have been held which encourage and enable networking and joint working across the Department. The projects included: a dead hedge project at West Ham Park, a time team event at Kenley Common and wildlife area restoration at the Cemetery and Crematorium.

Programmes and Projects

6. The Business Plan identified 15 grouped programmes and projects which would help the Department to deliver its three main objectives. Good progress has been made including:
 - An initial bid was submitted in August 2018 to the Heritage Lottery Fund for project development funding for Bunhill Fields.
 - Public consultation on playground options at West Ham Park engaged with over 400 people, comments and feedback have been incorporated into the detail design.
 - Significant design development on Finsbury Circus reinstatement project.
 - Commencement of lodge letting on Epping Forest.
 - Departmental and Divisional events policies adopted by Committees.
 - Stoke Commons Management Plan and the Hampstead Heath Management Strategy are very close to completion and adoption.
7. Detailed progress against each programme / project is detailed in Appendix 2.

Performance Indicators

8. The Business Plan report identified a number of performance indicators. Many of these are collated annually, but those where data is available at 6 months is attached as appendix 3. Some notable points include:

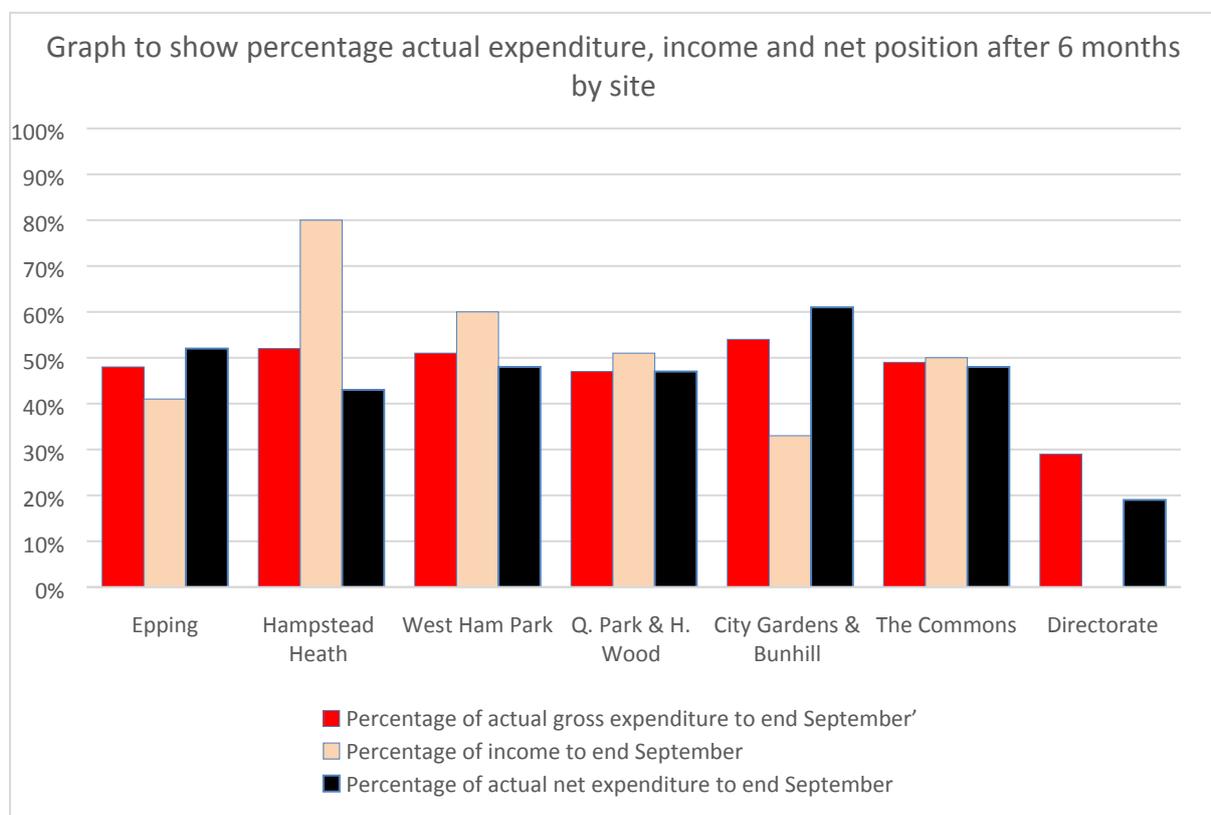
- Retained 15 Green Flag and 13 Green Heritage Awards
- the number of rounds of golf at Chingford in the first 6 months of this year, is 22% higher than the previous year.
- the hot summer has impacted on tennis participation levels with tennis numbers down across all sites. Numbers are 18% lower than last year and represents only 60% of this year's annual target.
- 79% of staff who responded to the Staff Survey would recommend working for the Open Spaces Department

Implications

Financial Performance

9. Six months into the financial year and across the Divisions that report to the Open Spaces Committees, the full year outturn position is estimated to be broadly on budget.

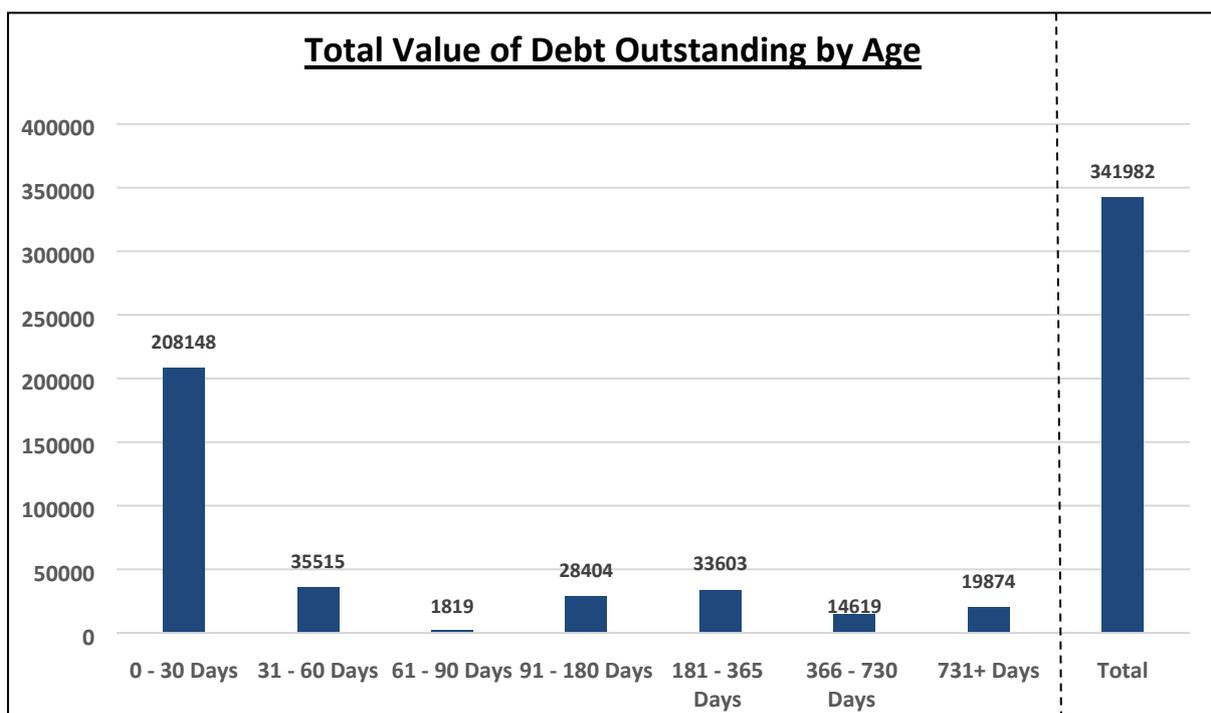
10. The graph below shows the percentage actual expenditure, income and net expenditure to end September.



11. It should be noted though that some expenditure and income is not spent/received in equal proportions across the year
12. Hampstead Heath is showing 80% income for the year. This is comparable with last year and recognises the seasonality of the income from activities such as sports fees and charges, events, filming and car park charges. Other sites where summer sports fees and charges make up a significant proportion of the income will also show greater than 50% of income achieved.
13. The 61% net expenditure for City Gardens is comparable to last year and recognises that a fair proportion of their income is from S106 contributions and rechargeable works which are applied towards the end of the financial year.

Outstanding Debt

14. The Department's debt is managed in accordance with corporate guidelines and are within acceptable parameters. The majority of the value for the 731+ days debt is for payment of wayleaves and easements. Officers will continue to actively manage outstanding payments with the Chamberlains Department and the debt recovery team.



Corporate & Strategic Implications

Open Space Charities

15. Many of the Open Spaces sites are registered charities. Officers have been asked to remind Members that decisions they take in relation to the relevant charity must be taken in the best interests of the charity. The Open Spaces charities to which this Business Plan relates are listed in appendix 4.

The Corporate Plan

16. The Open Spaces Department actively contributes to the following Corporate Plan 2018-23 aims and outcomes:

Contribute to a flourishing society

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

Shape outstanding environments

- We inspire enterprise, excellence, creativity and collaboration
- We have clean air, land and water and a thriving and sustainable natural environment.
- Our spaces are secure, resilient and well-maintained

Conclusion

17. The Open Spaces Department has progressed well in delivering its Business Plan. Its activities are helping to achieve the Department's three main objectives and Corporate Plan aims. The Department's programmes and projects are progressing well.

Appendices

- Appendix 1 - High-level Business Plan 2018-19
- Appendix 2 - Progress against the Business Plan Programmes and Projects
- Appendix 3 - Performance Measures
- Appendix 4 - Open Spaces Registered Charities

Background Reports

Final Departmental Business Plan 2018/19 – Open Spaces, April and May 2018.

Gerry Kiefer

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We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond

The main [Corporate Plan](#) aims and outcomes we aim to impact on are:

Contribute to a flourishing society

2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need

Shape outstanding environments

10. We inspire enterprise, excellence, creativity and collaboration
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained

What we do is: Protect, enhance and provide access to open space; preserve heritage; provide engaging visitor opportunities, conserve and enhance biodiversity; share history; enable community engagement and learning; provide respectful commemoration and disposal of the dead

	Our total 2018-19 budget is (Local and central risk, recharges and surveyors local risk):		
	(Expenditure) (£000)	Income (£000)	Net cost (£000)
City of London Cemetery & Crematorium	(5,492)	4,821	(671)
City Gardens & Bunhill Fields	(2,313)	429	(1,884)
Directorate & Learning Programme	(1,594)	1,353	(241)
The Commons (Burnham Beeches, Stoke Common and City Commons)	(3,340)	324	(3,016)
Epping Forest	(7,808)	1,678	(6,130)
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	(12,558)	3,703	(8,855)
West Ham Park	(1,930)	316	(1,614)
Monument	(634)	669	35
Tower Bridge	(7,849)	6,261	(1,588)
Total	(43,518)	19,544	(23,964)

Our three top line objectives and twelve outcomes are:

A. Open spaces and historic sites are thriving and accessible.

1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (10)
2. London has clean air and mitigates flood risk and climate change (1, 11, 12)
3. Our spaces are accessible, inclusive and safe (1, 2, 12)
4. Our habitats are flourishing, biodiverse and resilient to change (10, 11, 12)

B. Spaces enrich people's lives.

5. People enjoy good health and wellbeing (2, 3, 4)
6. Nature, heritage and place are valued and understood (2, 3, 4)
7. People feel welcome and included (3, 4, 10)
8. People discover, learn and develop (3)

C. Business practices are responsible and sustainable.

9. Our practices are financially, socially and environmentally sustainable (5, 11)
10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (7, 9, 11)
11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
12. Everyone has the relevant skills to reach their full potential (8)

What we'll measure:

- Ecological condition
- Visitor experience
- Green Flags and Green Heritage
- Knowledge of learning participants
- Intention of participants to visit again or recommend to friends
- Volunteering participation and experience
- Number of customers / visits / satisfaction across our services
- Condition of heritage assets

The numbers show how our outcomes and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

Departmental programmes and projects

- a) Progress a number of capital improvement projects at the central heritage sites including; Keats House and Gardens, the launch of a fully accessible education facility at Tower Bridge, review the potential for a secure exit facility at the Bridge's South Tower and progress a standalone Visitor Centre for the Monument (3, 4, 10).
- b) Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming (3, 4, 7, 9)
- c) Develop and agree a sustainable model for delivering Learning (3, 4, 10)
- d) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act (1, 3, 10, 12)
- e) Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common (10, 1)
- f) Develop engineering studies for six Raised Reservoirs at Epping Forest (1, 11, 12)
- g) Develop sustainable football improvements at Wanstead Flats (2, 9)
- h) Progress the replacement of ageing cremators with new at the Cemetery and Crematorium (11)
- i) Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site (2, 4, 10,12)
- j) Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans; (2, 4, 10,12)
- k) Secure funding to create new accessible public spaces within the City's churchyards (2, 4, 10, 12)
- l) Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports. (2, 4, 5, 11)
- m) Obtain agreement and implement the overarching Departmental and site specific 'events' policies (2, 4, 5,10, 12)
- n) Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park (11, 12)

What we'll measure:

- Customer service standards
- Accreditations
- Staff satisfaction
- H&S accident investigations
- Sickness absence
- Utility consumption
- Electricity generation
- Website visits and social media engagement
- Project management and delivery
- Income
- Net budget position

Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs
- Provide support for the initial 24 apprenticeships within the department and seek to expand the programme using the levy funding
- Support the development of asset management plans and master plans for each site

How we plan to develop our capabilities this year

- Continue to deliver initiatives arising from the Culture Board Programme; increasing cross division working
- Make more effective use of IT and technology and adopt 'smarter' ways of working.
- Finalise and refine our outcomes framework to better understand and demonstrate our value to our customers
- Use GIS to support management of sites and enhance visitor information
- Develop and implement a Charitable Trusts fundraising strategy
- Enhance customer service through use of CRM

What we're planning to do in the future:

- Improve our workforce planning and ensure our workforce is reflective of the communities we serve
- Develop the cultural profile of the Department's heritage attractions
- Complete the process of land registration
- Develop on-line retail and bookings and increase opportunities for a cash-free environment

The numbers show how our objectives and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

Appendix 2 - Progress against the Business Plan Programmes and Projects

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming	<ul style="list-style-type: none"> Epping Forest played an important role in the winning award for Waltham Forest as London Borough of Culture. New book of walks and map published for Epping Forest Family facilities added in a revamp of The View Epping Forest visitor centre. Epping Forest & Tower Bridge secure VAQAS Blue Tourist Badge Awards. 	Green
Develop and agree a sustainable model for delivering the Learning Programme.	<ul style="list-style-type: none"> A report requesting an increase in the Open Spaces baseline budget to provide a 'core learning offer' was supported by the Open Spaces Committees and Education Board but turned down by RASC. Officers were advised to resubmit their request as part of 2019/20 Medium Term Financial Planning report in January 	Red
Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act	<ul style="list-style-type: none"> Epping Forest - Forest lodges are being prepared for letting; a longer tenancy is being offered to secure external grant funding and utility providers are now paying works access charges. Highgate Wood and Burnham Beeches - café tenders are proposed to be longer in duration as permitted under the new Act. 	Green
Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common	<ul style="list-style-type: none"> Wanstead Park - In addition to a Steering group for landowners a Project Board has been established to coordinate the joint Heritage and Reservoir Safety project Kenley Common - Completion of the project is delayed by 6 months to allow time to resolve construction issues that occurred in 2018. Priorities Investment Pot has funded a part time 'Kenley Project Legacy officer' for 21 months commencing January 2019. Bunhill Fields - Round 1 bid to HLF submitted in partnership with London Borough Islington in August 2018 for project development grant with a confirmed £250K of S106 match fund from Islington. 	Amber
Develop engineering studies for six Raised Reservoirs at Epping Forest	<ul style="list-style-type: none"> Supervising Engineer has requested an engineering study of the Wanstead Park cascade (4 lakes) with a funding proposal to be considered in December. DBE struggling with resource capacity to progress the evaluations for Baldwins & Birch Hall park ponds. 	Amber
Develop sustainable football improvements at Wanstead Flats	<ul style="list-style-type: none"> A new team structure at Wanstead Flats is addressing pitch management and 'playing without paying' more effectively. 	Green

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
	<ul style="list-style-type: none"> The Football Foundation have awarded a grant of £34,719 (58.45%) for the feasibility study in to the construction of artificial grass pitches on Wanstead Flats. 	
<p>Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site</p>	<ul style="list-style-type: none"> Asset Management Framework – Epping Forest is piloting Asset outturn reporting with CSD. Commercial Wayleaves – trial negotiations have been successful and Committee approval is being sought for wider implementation. Finsbury Circus – Working with City Surveyors to produce a holistic design for the garden including landscape reinstatement post Crossrail and café pavilion with a view to achieving financial sustainability for the maintenance of the gardens. West Ham Park Nursery – Designs for the future of the site developed to RIBA stage 2 in consultation with the Options Review Group. Presentation made to the Housing Delivery Programme Working Group. A report on the next Gateway will be made in December 2018. 	Amber
<p>Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans;</p>	<ul style="list-style-type: none"> West Ham Park playground – Consultation completed. Gateway 3/4 report to Committees in December 2018 Wanstead Park Playground – Committee have approved ‘in principle’ plans to support fundraising initiatives. Grazing expansion - continues with new areas grazed across The Commons including Ashted and Kenley Commons 	Green
<p>Secure funding to create new accessible public spaces within the City’s churchyards</p>	<ul style="list-style-type: none"> Diocese of London to make an application for funding to the CIL neighbourhood pot spring summer 2019. 	Amber
<p>Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports</p>	<ul style="list-style-type: none"> Fleet Board – has overseen the introduction of Local Fleet and Plant Management Plans and associated health and safety documentation. The Corporate Fleet Board is currently taking the lead as the City considers how best to reshape its fleet to meet the Ultra-Low Emission Zone challenge and policy decision not to purchase diesel vehicles. Energy Board –currently scoping three further Photovoltaic installations (Parliament Hill Fields Lido, Merlewood Estate Office and Kenwood Nursery Yard). Bids will be submitted to the Energy Efficiency Fund to deliver these projects in 2019. Sports Board – This Board was closed but individual projects will continue including standardisation of the sports grounds maintenance specifications and licencing sports events under 500 participants. 	Green

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
Obtain agreement and implement the overarching Departmental and site specific 'events' policies	<ul style="list-style-type: none"> • Departmental Events Policy (Part One) agreed by OSCG Committee on 18 April 2018. • Site Specific Events Policies (Part Two) agreed by Service Committees: <ul style="list-style-type: none"> ○ Epping Forest on 14 May 2018 ○ Hampstead Heath including Golders Hill Park and the Heath Extension on 5 September 2018 	Green
Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park	<ul style="list-style-type: none"> • Epping Forest – final draft for consideration by the Management Plan sub-Committee. • Stoke Common – being presented to Committee on 18 November for adoption • Hampstead Heath - being presented to Committee on 28 November for approval 	Amber

Appendix 3 - Performance indicators

PERFORMANCE INDICATORS		2018/19 Performance Target	2018/19 update to 30 Sept 2018
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	15 Green Flag Awards
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	13 Green Heritage Awards	13 Green Heritage Awards
PI 20	Increase the number of 'visitors' to the Open spaces webpages.	2017/18 performance plus 10% = 843,784	620,463
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	3.2 days FTE Working Days Lost per FTE	1.68
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	2.30 days FTE Working Days Lost per FTE	1.91
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	95%	This exact question was not asked in the Department staff survey, but a similar question resulted in the following response: <ul style="list-style-type: none"> 79% of staff would recommend working for the Open Spaces Department
PI 16	Increase the amount of tennis played across our sites.	WHP: increase court hours used by 25% on 2017/18 actual = 8,416	4,472 Total
		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual = 7,664 Adult 4,322 - Concession	8,276 Total 5,806 Adult 2,470 Concession
		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual = 1,866 Adult 1,472 - Concession	2,884.5 Total 1,584.5 Adult 1,300 Concession

PERFORMANCE INDICATORS		2018/19 Performance Target	2018/19 update to 30 Sept 2018
		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual = 4,390 Adult 1,010 Concession	3,348 Total 2,766 Adult 582 Concession
PI 18	Increase the number of golf visits at Chingford Golf Course.	Increase 2017/18 performance by 5% = 19,612	13,797
PI 11	Increase the percentage of Learning Programme participants who are surveyed who are more knowledgeable about the natural history of our open spaces. (Learning objectives met)	85% of participants surveyed	100%
PI 13	Increase the percentage of Learning Programme participants who are surveyed who are from Black and Minority Ethnic or under-represented groups	55% of participants surveyed	59%

Appendix 4

Charity	Charity number
Ashted Common	1051510
Burnham Beeches & Stoke Common	232987
Coulsdon & Other Commons	232989
West Wickham Common & Spring Park	232988
Epping Forest	232990
Hampstead Heath	803392
Highgate Wood & Queen's Park	232986
West Ham Park	206948

Agenda Item 9

Committee(s)	Dated:
West Ham Park	10 December 2018
Subject: West Ham Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2018	Public
Report of: The Chamberlain	For Information
Report author: Derek Cobbing	

Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2018 for West Ham Park are presented in the format required by the Charity Commission.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

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

Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31st March 2018

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Chamberlains department

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WEST HAM PARK
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

Charity Number: 206948

WEST HAM PARK

Trustee's Annual Report and Financial Statements for the year ended 31 March 2018

Contents	Page
Trustee's Annual Report	2-7
Independent Auditor's Report	8-10
Statement of Financial Activities	11
Balance Sheet	12
Notes to the Financial Statements	13-24

WEST HAM PARK
Trustee's Annual Report for the year ended 31 March 2018

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 2018

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.

The Charity Governance Code was published in July 2017. The Trustee is supportive of the Code and its aim to assist in the development of high standards of governance throughout the charity sector. At this early point after the release of the Code, the Trustee is currently considering application of the recommended practice to the work of the West Ham Park charity.

Details of related parties and wider networks

Details of any related party transactions are disclosed in Note 14 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 2018

2. Structure, Governance and Management (continued)

Risk identification (continued)

There are 9 risks which have been identified as affecting all the Open Spaces of which 8 relate to "green spaces". These 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;
- Maintaining the City's water bodies;
- IT System Failure; and
- Reputational Risk Associated with Efficiency Changes

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 2018

4. Achievements and Performance

Key Targets for 2017/18 and review of achievement

The key targets for 2017/18 together with their outcomes were:

- **Successfully embed final year of Service Based Review savings and seek further efficiencies to help reduce impact of proposed future savings.** Savings targets were achieved in 2017/18. Development of initiatives such as corporate volunteering, the presence of pop up food concession on site and additional events have contributed to efficiencies and generating additional income.
- **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.** The long list of options was researched and analysed. Following feedback from the options review group, the options were reduced to three. These are currently being developed to identify a single preferred option to take forward to the next Gateway.
- **Produce a new Management Plan for West Ham Park (2018-2022).** The existing Management and Conservation Management plans have been reviewed. Due to the nursery and playground capital project currently taking place an interim plan will be produced in 2018, with a full and more detailed review being planned for 2020.
- **Support the delivery of the Wild East Project and Green Space friendly schools programme.** Both projects have continued to perform well throughout 2017/18 with many targets being exceeded. To date 2770 participants have been engaged through the interpretation events with the Wild East Tricycle (against a target of 2333). 6126 children have been engaged in the schools' project, exceeding targets by 36%. The Wild East officer, volunteers and school children have also improved habitats in the two wildlife gardens on site and refurbished the existing pond.
- **Continue to work with sporting partners in order to increase active participation through sport at West Ham Park in line with agreed targets.** Business plan targets for usage of the tennis courts for 2017 have been achieved. The Tennis Come True coaching programme continues to go from strength to strength with classes now established for adults, junior and schools. 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 Cricket Club junior team continues this pathway into the more formal game. Capital Kids Cricket (CKC) launched 'All Stars' a new programme from the English Cricket Board aimed at inspiring more children to play 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.

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 from donations and legacies comprised grant income: £13,061 (2016/17: £11,796 and no public donations (2016/17: £154), income from charitable activities £308,843 (2016/17: £303,495) comprised £72,056 fees and charges (2016/17: £31,854), £236,787 from rents (2016/17: £119,675). and sale of goods, products and materials (2016/17: £151,966). Interest of £824 was received (2016/17: £955), The contribution towards the running costs of the charity amounted to £1,170,644 (2016/17: £1,157,035). This cost was met by the City of London Corporation's City's Cash.

WEST HAM PARK

Trustee's Annual Report for the year ended 31 March 2018

5. Financial Review (continued)

Review of financial position (continued)

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.

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 2018/19 are:

- West Ham Park Nursery Project: Identify a preferred option for the future use of the nursery site and work with the City Surveyor and other partners to deliver that option;
- Update the Management Plan for West Ham Park (2018-2022);
- Working with volunteers, deliver the agreed extension to the wildlife garden;
- 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.

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 2018

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 13 November 2018

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

Opinion

We have audited the financial statements of West Ham Park for the year ended 31 March 2018 which comprise the Statement of Financial Activities, Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2018 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustee has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustee is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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 Trustee's 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.

Responsibilities of the trustee

As explained more fully in the Trustee's 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, and for such internal control as the trustee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustee is responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustee either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Use of our report

This report is made solely to the charity's trustee, 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 trustee 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 trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Heather Wheelhouse, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor

150 Aldersgate Street
London
EC1A 4AB

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

Date: 13 November 2018

WEST HAM PARK

Statement of Financial Activities for the year ended 31 March 2018

	Notes	Unrestricted Funds			2017/18	2016/17
		General Fund	Designated Funds	Restricted Fund		
		£	£	£		
Income and endowments from:						
Income from						
Donations and legacies		-	-	13,061	13,061	11,950
Charitable activities		308,843	-	-	308,843	303,495
Grant from City of London Corporation		1,170,644	-	-	1,170,644	1,157,035
Investments		824	-	-	824	955
Total	4	1,480,311	-	13,061	1,493,372	1,473,435
Expenditure on:						
Charitable activities		1,480,311	9,995	20,108	1,510,414	1,458,433
Total	5	1,480,311	9,995	20,108	1,510,414	1,458,433
Net (expenditure)/income		-	(9,995)	(7,047)	(17,042)	15,002
Net movements in funds		-	(9,995)	(7,047)	(17,042)	15,002
Reconciliation of funds						
Total funds brought forward	12	-	43,523	7,047	50,570	35,568
Total funds carried forward	12	-	33,528	-	33,528	50,570

All operations are continuing.

WEST HAM PARK

Balance Sheet as at 31 March 2018

	Notes	2018 £	2017 £
Fixed Assets			
Tangible Assets	9	<u>79,960</u>	<u>89,955</u>
		79,960	89,955
Current Assets			
Debtors	10	48,127	66,199
Cash at bank and in hand		<u>182,626</u>	<u>-</u>
		230,753	66,199
Creditors: Amounts falling due within one year	11	(277,185)	(105,584)
Net Current Liabilities/Assets		<u>(46,432)</u>	<u>(39,385)</u>
Total Assets Less Current Liabilities		<u>33,528</u>	<u>50,570</u>
The funds of the charity			
Unrestricted income fund			
Designated Funds	12	33,528	43,523
Restricted Fund	12	-	7,047
Total Charity Funds		<u>33,528</u>	<u>50,570</u>

Approved and signed for and behalf of the Trustee

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

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

Dr Peter Kane
Chamberlain of London
13 November 2018

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2018

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 financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

(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 2021/22 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 2018 which is publicly available and can be found at www.cityoflondon.gov.uk.

(d) *Fixed Assets*

Heritage Land and Associated Buildings

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

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2018

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 receivable

Income from grants is recognised when there is evidence of entitlement to the grant, receipt is probable and its amount can be measured reliably. To this end, evidence of entitlement is assumed to exist when the formal offer of funding is communicated in writing to the Charity. Where there is a performance condition attached to the grant, entitlement is only recognised when the conditions have been met.

(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 property.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2018

1. Accounting Policies (continued)

(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.

(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 £592.6m as at 31 March 2018 (£597.9m as at 31 March 2017). 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. A triennial valuation was undertaken as of 31 March 2016 and 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% (2016/17: 17.5%). 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 charitable 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 2018

4. Income and endowments

Income and endowments are comprised as follows:

	Unrestricted Funds £	Restricted Funds £	2017/18 £	2016/17 £
Income and endowments from:				
Donations and legacies				
Public donations	-	-	-	154
Grants	-	13,061	13,061	11,796
Investments	824	-	824	955
Grant from City of London Corporation	1,170,644	-	1,170,644	1,157,035
	1,171,468	13,061	1,184,529	1,169,940
Income from charitable activities				
Sale of goods, products and materials	-	-	-	151,966
Fees and charges	72,056	-	72,056	31,854
Rents	236,787	-	236,787	119,675
	308,843	-	308,843	303,495
Total income and endowments	1,480,311	13,061	1,493,372	1,473,435

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 £5,435 was given by the City Bridge Trust in 2017/18 (2016/17: £6,600). 2017/18 was the second year of this three year grant.

Lawn Tennis Association

£4,538 was received towards the installation of an electronic gate access system on the tennis courts at West Ham Park (2016/17: £1,931). Funds were fully spent in 2017/18.

Tesco Bags of Help

A grant of £3,088 was received from Tesco (administered by Groundwork UK) in 2017/18 to purchase outdoor gym equipment (two different pieces of apparatus) (2016/17: £3,265). Funds were fully utilised in 2017/18.

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 2018

4. Income and endowments (continued)

Sales, fees and charges (continued)

Nursery service ceased in September 2016.

Rental income

Rental income relates to income of £41,019 received from the lodges at 240 and 242 Upton Lane (2016/17: £19,662) and backdated rental income of £88,000 from the Territorial Army in 2017/18 (2016/17: £nil).

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 £	2017/18 £	2016/17 £
Charitable activities	1,301,850	208,564	1,510,414	1,458,433
Total expenditure	1,301,850	208,564	1,510,414	1,458,433

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 2017/18 (2016/17: 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.

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2018

6. Support Costs (continued)

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

	Charitable activities £	2017/18 £	2016/17 £
Department			
Chamberlain	42,463	42,463	35,677
Comptroller & City Solicitor	4,068	4,068	4,403
Open Spaces Directorate	18,145	18,145	25,606
Town Clerk	31,407	31,407	29,556
City Surveyor	56,152	56,152	47,681
Information Systems	40,775	40,775	38,646
Other governance and support costs	15,554	15,554	18,173
Total support costs	208,564	208,564	199,742

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

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

WEST HAM PARK

Notes to the Financial Statements for the year ended 31 March 2018

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 average actual number of staff employed by the City of London Corporation charged to West Ham Park in 2017/18 is 16 (2016/17: 17) at a cost of £609,522 (2016/17: £639,505). The table below sets out the employment costs and the average actual number of staff charged directly to the charity.

	No of employees	Gross Pay £	Employers' National Insurance £	Employers' Pension Contribution £	Total £
2017/18 Charitable activities	16	468,396	43,856	97,270	609,522
2016/17 Charitable activities	17	503,099	48,367	88,039	639,505

There were no employees whose total employee benefits were above the £60,000 threshold (2016/17: 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 £5,034 in 2017/18 (2016/17: £6,853). 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 2018

9. Tangible Fixed Assets

At 31 March 2018 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £79,960 (31 March 2017: £89,955) as set out below.

	Equipment £	Total £
<u>Cost</u> At 1 April 2017 and 31 March 2018	146,828	146,828
<u>Depreciation</u> At 1 April 2017	56,873	56,873
Charge for year	9,995	9,995
At 31 March 2018	66,868	66,868
<u>Net book values</u> At 31 March 2018	79,960	79,960
At 31 March 2017	89,955	89,955

10. Debtors

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

The debtors figure consists of:

	2018 £	2017 £
Other Debtors	21,125	18,422
Rental Debtors	(10)	21,850
Recoverable VAT	8,852	17,678
Payments in Advance	18,160	8,249
Total at 31 March	48,127	66,199

WEST HAM PARK
Notes to the Financial Statements for the year ended 31 March 2018

11. Creditors

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

	2018 £	2017 £
Bank Overdraft	-	10,453
Trade Creditors	61,625	16,947
Accruals	53,820	32,145
Other Creditors	130,519	26,077
Receipts In Advance	31,221	19,962
Total at 31 March	277,185	105,584

12. West Ham Park Analysis of Net Assets by Fund at 31 March 2018

	Unrestricted Funds		2018 £	2017 £
	General Fund £	Designated Fund £		
Fixed Assets				
Tangible Fixed Assets	-	79,960	79,960	89,955
Total Fixed Assets	-	79,960	79,960	89,955
Current Assets	230,753	-	230,753	66,199
Current Liabilities	(230,753)	(46,432)	(277,185)	(105,584)
Total Net Assets	-	33,528	33,528	50,570

WEST HAM PARK
Notes to the Financial Statements for the year ended 31 March 2018

13. Movements of Funds during the year to 31 March 2018

	Fund balances brought forward £	Income £	Expenditure £	Transfers £	Gains and losses £	Fund balances carried forward £
Unrestricted Funds						
<i>General Funds</i>	-	1,480,311	(1,480,311)	-	-	-
<i>Designated Funds</i>						
West Ham Park Nursery	(46,432)	-	-	-	-	(46,432)
Tangible Fixed Assets	89,955	-	(9,995)	-	-	79,960
	43,523	-	(9,995)	-	-	33,528
Total Unrestricted Funds	43,523	1,480,311	(1,490,306)	-	-	33,528
Restricted Funds						
City Bridge Trust	7,047	13,061	(20,108)	-	-	-
Total Restricted Funds	7,047	13,061	(20,108)	-	-	-
Total Funds	50,570	1,493,372	(1,510,414)	-	-	33,528

WEST HAM PARK

Notes to the financial statements for the year ended 31 March 2018

13. Movement of Funds during the year to 31 March 2018 (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

West Ham Park Nursery closed in September 2016. It produced 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 was transferred to a Designated Fund which was 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 could agree to transfer part of this to the main Park.

Nursery service ceased and operational buildings were decommissioned in September 2016. Options appraisal for the future use of the site was completed. Following feedback from the options review group, the options were reduced to three. These are currently being developed to identify a single preferred option to take forward to the next Gateway

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 was 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 £5,435 was given by the City Bridge Trust in 2017/18 (2016/17: £6,600). 2017/18 was the second year of this three year grant.

WEST HAM PARK

Notes to the financial statements for the year ended 31 March 2018

14. 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 £208,564 (2016/17: £199,742). The City of London Corporation’s City’s Cash meets the deficit on running expenses of the charity. This amounted to £1,170,644 (2016/17: £1,157,035) 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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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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