



West Ham Park Committee

- Date:** MONDAY, 4 DECEMBER 2023
- Time:** 11.30 am (or upon the rising of the Natural Environment Board meeting, whichever is later)
- Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL
- Members:**
- | | |
|------------------------------------|---------------------------|
| Caroline Haines (Chair) | Catherine Bickmore |
| Andrew McMurtrie (Deputy Chairman) | Rafe Courage |
| Eamonn Mullally | Richard Gurney |
| James St John Davis | Councillor Joy Laguda MBE |
| Wendy Mead | Justin Meath-Baker |
| Benjamin Murphy | Reverend Simon Nicholls |
| Oliver Sells KC | Councillor John Whitworth |
| Deputy Alpa Raja | |
- Enquiries:** Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public and non-public summary of the minutes of the previous meeting held on 16 October 2023.

For Decision
(Pages 5 - 10)

Governance

4. **TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 11 - 14)

5. ***ASSISTANT DIRECTOR'S UPDATE**

Report of the Interim Executive Director, Environment.

For Information
(Pages 15 - 18)

Operational Property & Budgets

6. ***BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-SEPTEMBER 2023)**

Report of the Interim Executive Director, Environment.

For Information
(Pages 19 - 24)

7. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL – SEPTEMBER 2023) 2023/24 – WEST HAM PARK**

Report of the Chamberlain.

For Information
(Pages 25 - 38)

8. **REVENUE AND CAPITAL BUDGETS 2024/25**

Joint report of the Chamberlain and Interim Executive Director, Environment.

For Decision
(Pages 39 - 48)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-public Agenda

12. **MINUTES**

To agree the non-public minutes of the previous meeting held on 16 October 2023.

For Decision
(Pages 49 - 52)

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

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

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WEST HAM PARK COMMITTEE Monday, 16 October 2023

Minutes of the meeting of the West Ham Park Committee held at Committee Room -
2nd Floor West Wing, Guildhall on Monday, 16 October 2023 at 11.30 am

Present

Members:

Caroline Haines (Chair)
Andrew McMurtrie (Deputy Chairman)
James St John Davis
Wendy Mead
Benjamin Murphy
Oliver Sells KC
Catherine Bickmore
Rafe Courage
Richard Gurney
Councillor Joy Laguda MBE
Justin Meath-Baker
Councillor John Whitworth

Officers:

| | |
|--------------------|------------------------------------|
| Emily Brennan | - Environment Department |
| Anna Cowperthwaite | - Comptroller and City Solicitor's |
| Simon Glynn | - Environment Department |
| Clem Harcourt | - Chamberlain's Department |
| William LoSasso | - Environment Department |
| Jack Joslin | - Bridge House Estates |
| Amba Nkundo | - Environment Department |
| Julia Pridham | - Bridge House Estates |
| Blair Stringman | - Town Clerk's Department |
| Edward Wood | - Comptroller and City Solicitor's |

1. APOLOGIES

There were no apologies.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

Councillor Joy Laguda and Councillor John Whitworth declared their interests in connection to item 16, noting that they were Council Members for Newham Council.

The Chair informed Members that while the Newham Council Members could be present for the item and engage in the discussion, they would not be able to participate in the decision-making process.

3. MINUTES

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 10 July 2023 be agreed as a correct record.

MATTERS ARISING

The Chair provided a Vote of Thanks to Graham Doshi-Smith who had recently resigned from the Board.

I would like to extend, on behalf of Members our heartfelt gratitude and appreciation to Graeme, a dedicated and passionate member of the Natural Environment Board, for his outstanding contributions during his tenure. As we bid farewell to Graeme, we cannot help but reflect on his remarkable efforts and commitment to the cause.

Throughout his time on the board, Graeme has been a tireless advocate for the importance of open spaces in promoting public health. He has consistently highlighted the critical role that these spaces play in our physical, emotional, and mental well-being. Graeme's unwavering dedication to this cause has not only raised awareness but also inspired all of us to recognise the significance of these natural environments in our lives.

As we bid farewell to Graeme, we wish him the very best for his future endeavours. His commitment to the cause of open spaces and their impact on public health has left an indelible mark, and we are confident that he will continue to make a positive difference in other matters.

Graeme, your contributions have been invaluable, and we thank you for your service. We extend our warmest wishes for your future, with the hope that you continue to champion the cause you hold dear. Thank you and best of luck in the future.

4. **WELCOME TO NEW MEMBER - EAMMONN MULLALLY**

The Chair formally welcomed the new Member, Eamonn Mullally to the Natural Environment Board.

5. **INTRODUCTION TO ASSISTANT DIRECTOR OF OPEN SPACES**

The Chair introduced and welcomed the new Assistant Director of Open Spaces, North London, William LoSasso to the Natural Environment Board.

The Assistant Director, North London Open Spaces expressed enthusiasm about joining the Corporation, highlighting experience in South London and the New York City Parks Department.

6. **INTRODUCTION TO ASSISTANT DIRECTOR, COMMERCIAL AND CHARITY GOVERNANCE AND FUNDRAISING**

The Chair introduced and welcomed the Assistant Director, Commercial and Charity Fundraising.

The Board welcomed the Assistant Director, Commercial and Charity Fundraising. It was noted that the Assistant Director would officially begin her role in mid-November. Members were informed that the Assistant Director had

over 30 years of experience in the environmental and charity sector, nothing their work at Epping Forest, handling strategy, compliance, income generation, and financial management. The Assistant Director expressed excitement about working with the Board and looked forward to collaborating on charity reviews and various other projects benefiting open spaces.

MATTERS ARISING

The Chair introduced and welcomed the Head of Operations and Parks.

The Board noted the new Head of Operation and Parks would start their role in mid-November and had over 30 years of experience in the environmental and charity sector and had worked at Epping Forest, handling strategy, compliance, income generation, and financial management.

7. ***ASSISTANT DIRECTORS UPDATE**

The Committee received a report of the Interim Executive Director, Environment concerning an update on management an operational activities at West Ham Park since July 2023.

The Assistant Director, North London Open Spaces noted the following points:

- **Tree Management:** The tree team is actively supporting tree management and maintenance, using specialised equipment to check for tree decay and proactively manage tree health.
- **Sports and Wellbeing Strategy:** The division is working on a sports and wellbeing strategy, with a generous contribution from the London Cricket Trust for improving sporting facilities, including a non-turf cricket square.
- **Community Engagement Initiative:** A successful community engagement initiative involved local residents in arts projects, connecting them with green spaces. The project, supported by the City of London, resulted in artwork displayed across the park.
- **Learning Program:** The West Ham Park team, supported by the learning team and the Natural Environment division, conducted a school program with over 1,000 students participating. Plans include expanding the learning program for children with special education needs.
- **Green Flag Award:** West Ham Park received another Green Flag award, an international benchmark recognising well-managed parks and green spaces.

The Assistant Director, North London Open Spaces noted uncertainty about the effects of severe drought damage from the previous year on veteran trees. They highlighted the increased susceptibility of veteran trees to rapid climate changes. It was noted that the current challenge was assessing the impact, as some trees may appear healthy with leaves still on. The Assistant Director agreed to include an update on trees from the Fothergill and Gurney eras in the next report to the Committee. Members noted that the situation was likened to Epping Forest, facing similar issues with veteran oaks. The Committee discussed the importance of feedback on veteran trees and suggests providing updates in the future.

RESOLVED – That, the report be noted.

8. SPORTS STRATEGY

The Committee received a verbal update of the Interim Executive Director, Environment concerning the Sports Strategy.

Members were provided with an update on the sports strategy, noting its focus on health benefits and accessibility. Officers noted the early draft of the sports strategy for West Ham Park has been integrated into a new access and recreation strategy. This new strategy would be presented to the Committee in the future. Additionally, Members were informed that a broader natural environment division sports strategy and corporate sports strategy were being developed, highlighting the distinction between activities within and outside the Square Mile.

RESOLVED – That, the verbal update be noted.

9. RISK MANAGEMENT UPDATE REPORT

The Committee considered a report of the Interim Executive Director, Environment concerning the risk management update for West Ham Park Charity.

A Member raised concerns regarding the corporate asset review and shortage of staff. They inquired about the reasons for the prolonged process and the current staff situation. Officers responded, indicating that the corporate asset review was underway, and the division were compiling a register of all properties and natural assets. Officers noted the complexity of the maintenance work across the City of London Corporation and assured that efforts were being made to move forward. Members were also informed that funding for the operational property portfolio has been approved but were awaiting funding confirmation from the Chamberlain.

Members were provided with an update on staffing, stating that there were currently no vacancies at West Ham Park. Officers added that three staff members had recently been appointed to roles, and overall progress in recruitment and inductions across the division was looking very positive. While there were still some roles to be filled, Officers stressed the announcement reflects the success in addressing staffing needs and enhancing the team at West Ham Park.

A Member noted the issue of recorded music being played loudly by football supporters on the western edge of the park, which had been troubling neighbours. Members were informed that the problem had persisted for some time but had now been resolved. The Members also noted the shortage of green space in Newham but said that there is not necessarily a shortage of potential building land, as many old industrial sites were now available.

RESOLVED – That,

- a) West Ham Park Risk Register: Members confirm, on behalf of the City Corporation as Trustee, that the register appended to the report

satisfactorily sets out the key risks to the charity and that appropriate systems are in place to identify and mitigate risks.

- b) Reporting format: Members agree to receive a detailed risk registers every six months and a summary risk register in the two interim quarterly reports, with individual risks being reported in detail by exception.

10. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 3 APRIL – JUNE 2023) 2023/24 – WEST HAM PARK**

The Committee received a report of the Chamberlain concerning finance progress from the period 3 April – June 2023.

The Committee discussed the change in the deficit funding model and its potential impact on open spaces. It was noted that the general trend was that if the deficit funding model changed, it could benefit open spaces, making them more self-sufficient. Members were informed that the new model allowed open spaces to raise more funds for their projects, but it could enable self-sufficiency.

RESOLVED – That, the report be noted.

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

There were no questions.

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

There was one business of item considered urgent.

The Director of Natural Environment informed the Committee of the success of the City Corporation in achieving green flag status for 15 sites, including West Ham Park, and securing 5 London in Bloom Awards. It was noted that the achievement was attributed to the efforts of staff, volunteers, and Members.

13. **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.

14. **MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 13 July 2023 be agreed as a correct record.

15. **NATURAL ENVIRONMENT CHARITIES REVIEW**

The Board received a verbal update of the Managing Director of Bridge House Estates.

16. **WEST HAM PARK DEVELOPMENT PROJECT**

The Committee considered a report of the Interim Executive Director, Environment.

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

There were no questions.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

The meeting ended at 1.30pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

| | |
|---|---------------------------------|
| Committee: West Ham Park Committee | Date: 4 December 2023 |
| Subject: Annual Review of Terms of Reference | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | N/A |
| Does this proposal require extra revenue and/or capital spending? | N |
| If so, how much? | N/A |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N/A |
| Report of: Town Clerk | For Decision |
| Report author: Blair Stringman, Town Clerk’s Department | |

Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. This is to enable any proposed changes to be considered in time for the annual reappointment of Committees by the Court of Common Council.

Following approval at the West Ham Park Committee, the terms of reference of the are attached as an appendix to this report for Members’ consideration.

Recommendations

It is recommended that:

- The terms of reference of the West Ham Park Committee, subject to any comments, be approved for submission to the Court of Common Council in April, and that any further changes required in the lead up to the Court’s appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman;
- Members consider whether any change is required to the frequency of the Committee’s meetings.

Appendices

- Appendix 1 – Terms of Reference

Blair Stringman

Governance Officer

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| LYONS, Mayor | RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 th April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024. |
|--------------|---|

WEST HAM PARK COMMITTEE

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

2. **Quorum**
The quorum consists of any five Members.

3. **Membership 2023/24**
 - 7 (4) Oliver Sells, K.C.
 - 3 (3) Andrew Stratton McMurtrie, J.P.
 - 2 (2) Ian Luder, Alderman *for a three-year term*
 - 2 (2) Graeme Doshi-Smith, Deputy *for a three-year term*
 - 2 (2) Benjamin Murphy
 - 2 (2) James Bromiley Davis *for two years*
 - 6 (1) Caroline Wilma Haines
 - 13 (1) Wendy Mead, O.B.E

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

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

 - Catherine Bickmore
 - Rafe Courage
 - Richard Gurney (Heir-at-Law)
 - Justin Meath-Baker

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

 - Rev Simon Nicholls

Two representatives appointed by the London Borough of Newham

 - Councillor Joy Laguda
 - Councillor John Whitworth

4. **Terms of Reference**
To:-
 - (a) have regard to the overall policy laid down by the Natural Environment Board.
 - (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874.
 - (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.
 - (d) express views or make recommendations to the Natural Environment Board for that Committee's allocation of grants which relate to West Ham Park.

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| Committee | Dated: |
| West Ham Park Committee | 4 th December 2023 |
| Subject: Assistant Directors Update | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | 1, 2, 3, 4, 5, 9, 10, 11, 12 |
| Does this proposal require extra revenue and/or capital spending? | No |
| If so, how much? | N/A |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N/A |
| Report of: Bob Roberts, Executive Director Environment Department | For Information |
| Report author: Charlotte Williams, Head of Operations and Parks, Environment Department | |

Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since July 2023. The funding for the work stated is met through the West Ham Park local risk budget (City’s Cash).

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

New Positions for the North London Open Spaces

1. We are currently recruiting for a Head of Horticulture who will provide support and assistance across the North London Open Spaces (NLOS), including the gardening team at West Ham Park. The second interviews are being held at West Ham Park the week commencing 20th November.

Tree inventory at West Ham Park

2. The arboriculture team at North London Open Spaces are eagerly acquainting themselves with the tree population at West Ham Park following the park joining NLOS. The team is developing reliable data on the age, species range, and condition of the trees in the park. There are currently 1,438 trees in our digital TreePlotter database, which is believed to be accurate and up-to-date since our records are carefully updated each time work is performed. The three most

abundant tree species in the park are: 1) London Plane (268 trees, 28% of the park's trees), 2) Small-leaved Lime (124; 13%), and Holly (117; 12%).

3. We believe that there are likely to be four trees that date to the late eighteenth century Fothergill era. The West Ham Park site was then part of the Upton Estate and Dr John Fothergill, the owner and apothecary, created a botanical garden that matched Kew Gardens at the time. Fothergill era. All are located within the ornamental gardens, and include one Black Mulberry, one Ginko, and two Fulham oaks. There are also two Beech trees and a deciduous Oak that are approximately 100 years younger, also within the ornamental gardens. While managed as part of the park's wider tree population, all of our old trees are afforded additional management where needed, including fencing, propping and mulching to ensure that they remain in good health for as long as possible. The City of London Corporation is a signatory to the Ancient Tree Forum Concordat, which aspires for ancient trees, their wildlife, and their heritage and cultural values to be safeguarded now and in the future. The Concordat's principals guide how we manage our current and future veteran and ancient trees.

Gardening/Horticulture update

4. A new Level 2 Amenity Horticulture Apprentice has joined the gardening team, which includes a day release of study at Capel Manor College.
5. Daffodil bulbs were planted along Cherry Tree Avenue, which is within the ornamental gardens, on 24th October using the bulb planting machine. They have been planted in two long wavy drifts, one on either side of the avenue path. Each drift is 50m x 7m. The daffodils are a double pleasure mix, which are a succession of early to late flowering varieties, yellow and white, which will flower from February through to April.
6. Plants have been ordered for the raised beds inside the playground, as part of the playground project and to provide aesthetic value and pleasure to visitors. The plants originate from New Zealand, Asia and the Mediterranean and are most suited to our climate. They cover three areas of the world, which link to the Fothergill story, as he commissioned plant collections from around the world.

Sports, recreation and events update

7. The football season is now underway, and two teams are using West Ham Park as their home ground. The autumn maintenance has been completed on the cricket wickets. They have been scarified, aerated and seeded in preparation for the start of the season in spring 2024.
8. The use of the tennis courts is being reviewed, which includes the licence with the tennis coaches. This is to ascertain whether a number of the tennis courts could be converted and used for padel, and if there is a demand for this fast-growing sport within the local community and neighbourhood.

9. The playground has been inspected and audited, which is part of a safety audit being conducted on all the playgrounds across NLOS. This is to ensure inspections and maintenance are up to standard and the play equipment is safe and fit for purpose. Guidance notes will then be produced to ensure we maintain a consistent approach with design, creation, installation and maintenance of all the playgrounds across NLOS going forward.
10. Councillor Joy Laguda and seven members of the Newham Rotary Club donated crocuses and came to West Ham Park on Saturday 11th November to plant 1000 crocuses in the pollinators area of the park. This was a great and appreciated addition to the park and a most welcome partnership with the community.
11. The annual 'Newham's Biggest Leaf Pile' event will take place on Sunday 3rd December in partnership with the Friends of West Ham Park. This annual event brings the park staff, Friends group, and community together to celebrate the season and have some fun creating, and then climbing on and running through, a huge pile of leaves from trees in the park.
12. 'Park in the Dark' will take place on Friday 8th December. A lantern guided walk will start from South Gate and pass through the park to the bandstand, and will end with festive tunes from the Park Primary Choir, mince pies and warm drinks.
13. It will be 150 years since West Ham Park was transferred to the City of London Corporation and became a public park on 20th July 2024, so work is underway to plan a series of events next year to celebrate the anniversary. NLOS is forming a steering committee to guide the celebration and engage stakeholders, and we would welcome two Committee Members to join us in planning for this important occasion to celebrate the park, its users, and the Corporation's long-standing commitment to its preservation.

Friends of West Ham Park (Friends) update

14. As planned, the Friends have applied for a bid for funding from the "People Powered Places" group for the planting around the mounds to create wildlife area visible to everyone. We support their application and hope that it will be successful.
15. The native hedgerow being funded by Friends Roger and Lyndsay Jones near the playground will start this coming month, and the planting of the hedgerow will be carried out in the new year by the Friends, local schools and community groups such as the scouts. Several of the planting days will be open to the public in January and February 2024.

Corporate and Strategic Implications

16. The works and activities outlined in this report contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

17. Financial Implications

N/A.

18. Legal Implications

N/A.

19. Risk Implications

Risks are recorded and monitored via the Departmental Risk Register.

20. Equality Implications

N/A

21. Climate Implications

The City of London Corporation has a Climate Action Strategy which seeks to achieve Net Zero by 2037. There will be a range of measures implemented to realise this including increasing carbon sequestration and storage across the Open Spaces alongside biodiversity enhancement and resilience measures including relaxing grass cutting regimes and hedge planting.

Conclusion

22. The Park continues to be a great asset for community participation with successful engagements of businesses and schools. The Friends of West Ham Park continue to be a key partner to keep the Park well managed and to involve the local communities. Staff are remaining engaged in the implementation of the wider Natural Environment strategic framework which includes nature recovery and community engagement.

Charlotte Williams

Head of Operations and Parks, Environment Department

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Agenda Item 6

| | |
|---|----------------------------------|
| Committee(s) | Dated: |
| Epping Forest and Commons Committee | 23 November 2023 |
| Hampstead Heath, Highgate Wood, and Queen's Park Committee | 29 November 2023 |
| Natural Environment Board | 4 December 2023 |
| West Ham Park Committee | 4 December 2023 |
| Subject: Business Plan 2023/24 – Progress Report (mid-year, April-September 2023) | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | Outcomes: 2, 3, 5, 10, 11, 12 |
| Does this proposal require extra revenue and/or capital spending? | No |
| Report of: Bob Roberts, Interim Executive Director, Environment | For Information |
| Report author: Joanne Hill, Environment Department | |

Summary

This report provides Members with an update on progress against the Environment Department's high-level Business Plan 2023/24. Due to the complexity and scope of the department, three separate High-Level Business Plans were produced to reflect our three key Committee 'clusters'. This report refers to the Business Plan which covers the Natural Environment Division and City Gardens.

The report summarises the progress that has been made against major workstreams and performance measures during the first six months of 2023/24. An update on the financial position is provided in the separate Chamberlain's report also presented to this Committee.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. The Open Spaces and City Gardens Committee approved the High-Level Departmental Business Plan 2023/24 on 13 February 2023.
2. The Business Plan sets out the major workstreams and key performance indicators (KPIs) for the year ahead.
3. To ensure your Committee is kept informed, progress made against the high-level Business Plan is reported to you every six months. This approach allows Members to ask questions and have a timely input into areas of particular importance to them.

Current Position

Major workstreams

4. The high-level Business Plan set out workstreams that would be undertaken during 2023/24. Throughout the year, your Committee is kept informed on the progress of the key workstreams by way of regular Assistant Director Update reports and/or separate detailed reports. A summary of progress made to the end of September 2023 is presented below.

Carbon Removals Project

- a) Proposals for rescoping the project will be presented to the Natural Environment Board and Policy and Resources Committee for approval in the coming months.
 - The proposals extend the original project scope (i.e. creating new habitats to increase carbon sequestration capacity) to include measures to protect the existing carbon sequestration capacity.
 - The additional proposals have been drawn up in liaison with external consultants, Arcadis.

Learning and Play Programmes

- b) During the first six months of the year the following groups took part in activities which enhanced wellbeing and nature connection:
 - 10,214 school students
 - 164 students with special education needs
 - 323 13–25-year-olds, and
 - 13,733 play participants.

North London Open Spaces

- c) Support the development of volunteer skills, networks and confidence, and improve volunteer wellbeing.
 - In conjunction with partner organisation, Heath Hands, a varied programme of walks, talks, training workshops and social events runs throughout the year at Hampstead Heath.
 - The programme includes twice-weekly health walks, monthly forest bathing workshops and training in a variety of topics from bird and tree identification to history and geology. There are also 'toolbox talks' at the start of each volunteer session to aid learning.
 - All wellbeing is monitored and tracked via the annual Volunteer Opinion Survey.
- d) Develop income generating activities and continue to investigate further opportunities for funding
 - Initial proposals have been submitted by North London Open Spaces for discussion as part of the ongoing Natural Environment Charity Review. Also, Officers continue to review existing licences and agreements to ensure that market rate income is being received.
- e) Develop a gift aid system for the Natural Environment Charities
 - Hampstead Heath Charity and Highgate Wood and Queen's Park Charity can

receive Gift Aid if donations are made through the 'Just Giving' platform which collects Gift Aid from HMRC on the charities' behalf.

- f) Highgate Roman Kiln
- The National Lottery Heritage Fund Awarded £250k to The Friends of Roman Highgate Kiln charity for the 'Firing London's Imagination Project'.
 - A Heritage Officer has been engaged to provide support, with 50% of the cost funded by the National Lottery Heritage Fund.

Epping Forest

- g) Countryside Stewardship Scheme (CSS).
- The Countryside Stewardship (CSS) application for the second half of the Forest is due to be completed in October 2023.
 - The CSS application for buffer land will need to wait until the carbon removals rescoping has been resolved and additional staff are recruited.
 - The CSS application for Wanstead Park is dependent on sufficient staffing resource to provide a project lead.

The Commons

- h) Chilterns area of outstanding natural beauty (AONB)
- There has been no further progress by Chilterns AONB (Area of Outstanding Natural Beauty) regarding their boundary review.
- i) Stakeholder engagement on the Burnham Beeches habitat management programme
- A partnership meeting was held in early August. Various actions were agreed and will be followed up at a further meeting on 8 November 2023.
- j) Burnham Beeches Strategic Access Management and Monitoring program (SAMM)
- Regular updates have been provided to partners and the annual SAMMs progress review meeting is scheduled for 11 December 2023.
 - Engagement activity is being provided by Community Engagement Rangers as required.

City Gardens

- k) Biodiversity Action Plan
- The Biodiversity Action Plan programme to improve gardens and planting along the biodiversity routes has commenced, and the first two gardens (St Mary Aldermanbury and All Hallows by the Tower) have been delivered.
 - The vacant post which is being funded by the Woodland Accelerator Fund has now been filled and trial pits are being dug ahead of this year's planting programme to deliver the Street Tree Development Programme.
- l) Fleet replacement
- Electric vehicles to replace the remaining diesel fleet will be delivered in Spring 2024.

Performance Measures

5. 10 Key Performance Indicators were identified in the Business Plan. These measures are monitored to assess performance against targets and the progression of key workstreams. Details of performance to the end of September 2023 is provided at Appendix 1.

Corporate & Strategic Implications

Strategic implications – The monitoring of key workstreams and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2023-24.

Financial Implications – Financial implications are addressed in the separate Chamberlain’s report presented to this Committee.

Resource implications – Recruitment to vacant posts across the division is underway.

Risk implications - Risks to achieving the objectives set out in the Business Plan are identified and managed in accordance with the City of London Risk Management Framework. Risk Registers are reported to this Committee quarterly.

Climate implications – An update on the Carbon Removals Project is presented in a separate report to your Committee.

Charity implications - Many of the Natural Environment sites are registered charities. Any decisions must be taken in the best interests of the relevant charity.

Appendices

- Appendix 1 - Performance measures

Contact

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Progress against Key Performance Indicators 1 April 2023 – 30 September 2023

| | |
|----------|---|
| ↑ | The Mid-Year performance of this indicator has been above or on target . |
| ↓ | The Mid-Year performance of this indicator has been below target . |

| Performance Measure Description | Target 2023/24 | Performance 2023/24 (Mid-Year Result) |
|---|---|--|
| Retain our Green Heritage Site Accreditation. | 13 Awards | 13 Awards ↑ |
| Retain our Green Flag Awards. | 14 Awards | 14 Awards ↑ |
| Number of volunteer work hours. | N/A <i>(Comparable baseline data for 2022/23 is not available)</i> | The Commons: 7,816 Epping Forest: 3,166 HH, QP & HW: 8,841 West Ham Park: 921 Keats House: 352 Total: 21,906 |
| Number of Ranger days spent interacting with visitors in Burnham Beeches with regards to SAMM commitments and Section 106 agreements. | >100 days by year end | N/A, annual measure |
| Number of visitors to The Queens Elizabeth's Hunting Lodge (QEHL) and the Temple at Epping Forest. | QEHL: >10,644 The Temple: baseline data for 2022/23 is not available | QEHL: 7,041 ↑ Temple: 617 |
| Number of visitors to Keats House. | > 5,149 <i>(2022/23 performance)</i> | 4,206 ↑ |
| Number of visitors recorded at the Bathing Ponds and Lido at Hampstead Heath. | N/A <i>(Baseline data for 2022/23 is not available)</i> | Lido: 181,372 Ponds: 280,137 Total: 461,509 |
| Self-reported perception of wellbeing by Learning Programme participants. | Positive result | 9% ↑ |
| Progress toward achieving net zero (carbon) (improvement against baseline). | -16.2 kilo tonnes CO ₂ e | -16.2kt CO ₂ e ↑ |
| Health and safety accident investigations completed within 21 days. | 85% <i>(Corporate target)</i> | 87% ↑ |

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| | |
|--|-----------------------------|
| Committee(s): West Ham Park Committee | Dated: 04/12/2023 |
| Subject: Operational Finance Progress Report (period 6 April – September 2023) 2023/24 – West Ham Park | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | n/a |
| Does this proposal require extra revenue and/or capital spending? | No |
| If so, how much? | n/a |
| What is the source of Funding? | n/a |
| Has this Funding Source been agreed with the Chamberlain’s Department? | n/a |
| Report of: Chamberlain | For Information |
| Report author: Clem Harcourt, Chamberlain’s Department | |

Summary

This report provides an update on the operational finance position as @ period 6 (April – September 2023) 2023/24 for West Ham Park’s local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information for the division of service and Charity which fall within the remit of your Committee.

This report does not specifically concentrate on just charity finance in isolation, as this work will be part of the ongoing Charity Review and will be developed in conjunction with that project. As part of the Charity Review, future training sessions will be designed for both Members and Officers on key aspects of charity finance. This report is designed to also report on budgetary management issues that the Interim Executive Director Environment is responsible for to successfully manage the operations and finances of West Ham Park which sits within his Natural Environment Division.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. In order to improve financial reporting to Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue and capital budgets and other financial information needed to allow greater scrutiny of the financial performance of West Ham Park Charity, to ensure they remain within the Interim Executive Director Environment’s local risk resources for 2023/24.

2. To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a periodic (quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance to them.

Local Risk Revenue Forecast Outturn 2023/24

3. As detailed in the Table 1 below, West Ham Park has an overall local risk net expenditure revenue budget of £598k as reported to the end of September 2023. The current forecast outturn for 2023/24 as @ period 6 (September) is £635k net expenditure, a forecast overspend of £37k amounting to 6.19% of the latest net expenditure budget for 2023/24. This represents a worsening of £107k compared with the local risk forecast position to the end of June 2023 reported previously to your Committee.

Table 1 – Local Risk Revenue Budget Forecast Outturn 2023/24

| West Ham Park Committee (City's Cash) | Latest Budget 2023/24 £'000 | Forecast for the Year 2023/24 | |
|--|---------------------------------------|-----------------------------------|---|
| | | Projected Outturn £'000 | Variance from Latest Budget £'000 |
| Total West Ham Park | (598) | (635) | (37) |

4. This forecast overspend is part of a wider net underspend currently projected for other divisions of service within the Natural Environment division of £286k reported at the end of September 2023.
5. To enable further detailed consideration of West Ham Park, Appendix 1 sets out a more detailed financial analysis of West Ham Park's local risk and central risk monitoring report for period 6 (September 2023), including reasons for significant budget variations.
6. It should also be noted that the latest local risk budgets for 2023/24 have been adjusted to reflect the new Target Operating Model (TOM2) staffing structure within the Natural Environment division.
7. The overall local risk forecast overspend of £37k against the latest net expenditure budget of £598k is primarily due to £52k reduced income from tennis; projected overspend of £36k on equipment and materials as a result of additional purchases being required for the playground; and £23k overspend on premises related costs due to additional expenditure incurred on water. The overspend is partly mitigated by additional rent and licence income forecast of £40k and £23k underspend attributable to reduced expenditure on consultancy services.

Local Risk Actual Position to Date

8. Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for West Ham Park.
9. Appendix 2 highlights that West Ham Park have received actual income to date of £162k against a budget to date of £144k, a favourable variance of £18k. The main income variance to date relates to rental income being ahead of the expected budget profile by £33k due to additional income achieved from The Cedars. This variance is partly offset by income from tennis and other services being £15k less than profiled.
10. Appendix 3 highlights that West Ham Park have incurred actual expenditure to date of £513k against a budget to date of £477k, an unfavourable variance of £36k. The main expenditure variances primarily relate to an overspend of £64k on premises costs for additional water costs, plus repairs and maintenance expenditure which needs to be recharged to City Surveyor budgets. This is an addition to a £29k overspend against profile for equipment and materials purchases for the playground. The overspend on expenditure to date is partly offset by £37k savings on employment costs and a £24k underspend on fees and services expenditure.
11. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

Capital Projects

12. Table 2 below outlines the current live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
13. For the West Ham Park Nursery project, out of a current approved budget of £337k, £227k has been spent or committed to date, leaving a remaining budget of £110k to progress the project to the next project gateway, release of further capital funds or completion. In terms of the West Ham Park Playground project, out of a current approved budget of £1.008m, £917k has been spent or committed to date, leaving a remaining budget of £91k.

Table 2 – Live Capital Projects

| Capital Projects by Division of Service | Total Estimated Cost of Project £'s | Current Approved Budget £'s | Prior Year Actual Spend £'s | In Year Actual Expenditure £'s | In Year Committed Expenditure £'s | Current Approved Budget Unspent £'s |
|---|--|--------------------------------|--------------------------------|-----------------------------------|--------------------------------------|--|
| West Ham Park | | | | | | |
| West Ham Park Nursery | 337,038 | 337,035 | 226,775 | 0 | 0 | 110,260 |
| West Ham Park Playground | 1,053,977 | 1,007,519 | 914,946 | (22,976) | 25,000 | 90,549 |
| Total West Ham Park | 1,391,015 | 1,344,554 | 1,141,721 | (22,976) | 25,000 | 200,809 |

14. The capital bidding process for 2024/25 is currently underway for new capital projects with a pot of £20m being made available within City Fund and £5m for City's Cash services. New capital bids are to be reviewed against the department's overall capital programme and timescales for delivery with bids only expected to be put forward on a by exception basis and on the assumption that the projects will commence in 2024/25.

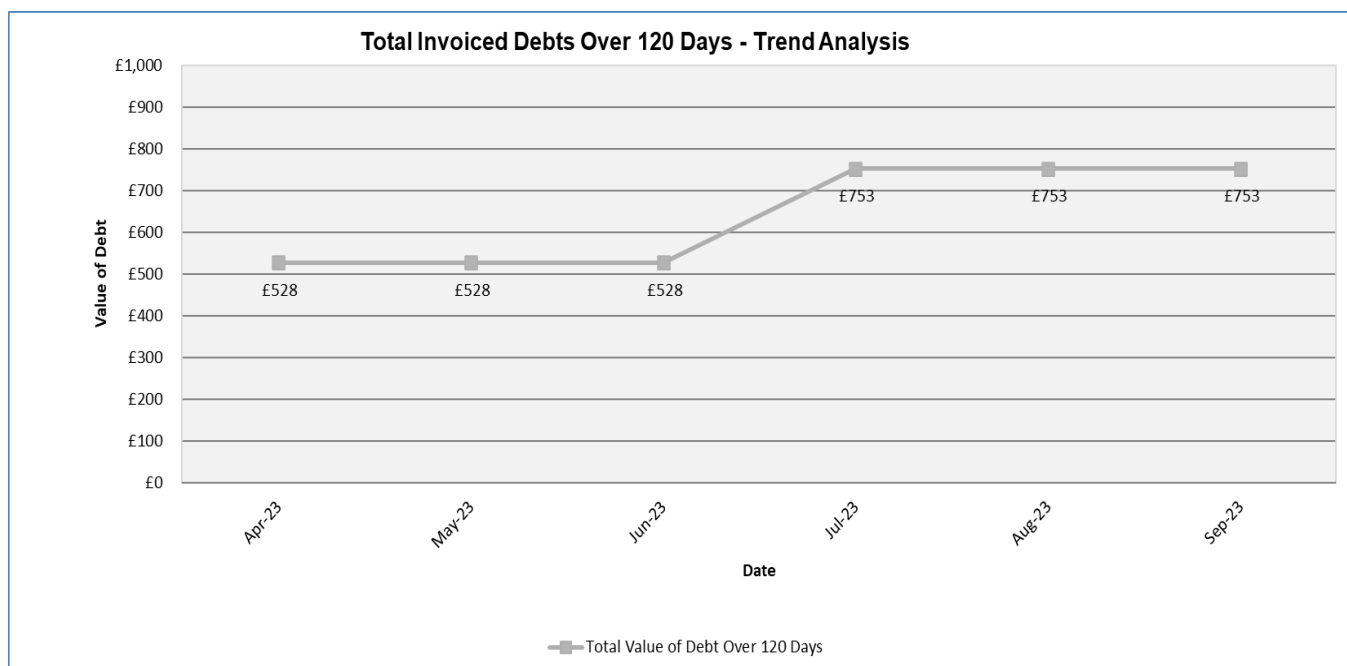
15. Four new City Cash bids totalling £1.122m were submitted to the Chamberlain in this process relating to projects at Epping Forest, The Commons and West Ham Park. These were considered at the recent Priorities Board where it was decided that the £400k capital bid relating to the West Ham Park Development project would not be recommended for consideration by Members at Resource Allocation Sub-Committee (RASC) due to the current uncertainty of what future option would be recommended. Members should however note that £80k of additional funding from the Operational Property Reserve is to be made available to support community engagement work to progress the disposal of the nursery site.

Outstanding Invoiced Debts

16. At the end of September 2023, total outstanding invoiced debt for West Ham Park was £1,818 out of a total debt for the Natural Environment division (including City Gardens) of £209,361. Of this West Ham Park debt, £753 (41%) was over 120 days, £924 (51%) was between 60-120 days and £141 (8%) was under 60 days.

17. Table 3 below shows a graphical representation of the total invoiced debts over 120 days outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.

Table 3 – Outstanding Invoiced Debt as @ September 2023 (period 6)



18. As can be seen from the graph above, outstanding debts over 120 days of £753 as at the end of September 2023 was unchanged from the previous few months. This outstanding amount comprises £528 relating to cricket bookings as well as £225 in unpaid rent invoices. These debts are currently being pursued by staff at West Ham Park.

Charity Funds (Restricted, Unrestricted and Endowments)

19. Table 4 below lists the various restricted, unrestricted and endowment funds held by the West Ham Park charity. It details the opening balance for the 2023/24 financial year and any movements up to period 6 (April-September 2023). Movements in reserve funds in the current financial year to date relates to the receipt of unrestricted donations income.

Table 4 – Charity Funds (Restricted, Unrestricted and Endowments) September (Period 6)

| | Opening Balance 2023/24 | Income | Expenditure | Gains, (Losses) & Transfers | Closing Balance 2023/24 |
|---|----------------------------|------------|-------------|-----------------------------------|-------------------------------|
| | £'s | £'s | £'s | £'s | £'s |
| West Ham Park Committee | | | | | |
| Restricted Income Funds: | | | | | |
| Campaign Donations - Playground Refurbishment Project | 1,481 | | | | 1,481 |
| Designated (Unrestricted Income Fund): | | | | | |
| Tangible Fixed Assets (Equipment) | 954,091 | | | | 954,091 |
| Unrestricted Funds | | | | | |
| General Funds | 0 | 410 | | | 410 |
| Total West Ham Park | 955,572 | 410 | 0 | 0 | 955,982 |

20. It should be noted that the various charity funds listed above in Table 4 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.
21. Members should also note that the external audit of the West Ham Park charity accounts for 2022/23 is currently taking place and the above opening balances stated for 2023/24 may be subject to revision.
22. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
 - **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Cash funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Cash.
 - **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.
 - **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment (see below):
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

23. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be fully funded from City's Cash. This also includes the cost of any capital expenditure incurred during the year as well any

works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the course of the year. It should be noted that any changes to the amount of expenditure incurred or income generated over the course of the year by an individual charity will have an impact on the overall level of deficit funding required by the relevant charity at year end. The amount of deficit funding for each charity is therefore calculated based on its **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.

24. Therefore year on year there are variations in the level of deficit funding received depending upon actual total net running costs incurred for the year. However, at the start of the following year, available budget funding is reset to the levels agreed by your Committee at the estimates review, so as to remain within the resource envelope set by RASC. At no stage is the budget reduced (and potentially the level of deficit funding required) unless agreed by your Committee within this annual process managed and reported by the Chamberlain to gain approval of the annual estimates.

25. The table below details previous year's levels of deficit funding grant made from City's Cash to the West Ham Park charity with a forecast of that sum currently required for 2023/24. This is broken down by the level of expenditure and income generated by each charity as well as any CWP works and capital expenditure funded through City's Cash which comprises the total level of deficit funding required for each charity.

26. The projection for the current financial year is based on the forecast for local and central risk net expenditure (as at the end of September 2023) in addition to latest budgets for recharges and budgets managed by the City Surveyor, for CWP projects. Please note that the amount of deficit funding provided by City's Cash is unique to each individual charity and deficit funding cannot be used to offset the level of funding provided to a separate charity. Please also be aware that deficit funding figures shown for 2022/23 are currently provisional as the external audit for the West Ham Park charity has not yet been completed.

Table 5 – Deficit Funding – 2020/21 to 2023/24

| West Ham Park | 2020/21 | 2021/22 | 2022/23 (Prov.) | 2023/24 (Est.) |
|--|----------------|----------------|----------------------------|---------------------------|
| | £'000s | £'000s | £'000s | £'000s |
| Gross Expenditure (excluding Cyclical Works) | 1,522 | 1,336 | 1,343 | 1,486 |
| Gross Income | 324 | 290 | 286 | 294 |
| Cyclical Works Expenditure | 90 | 65 | 110 | 0 |
| Capital Expenditure financed through Deficit Funding | | 148 | 792 | |
| Total Deficit Funding - West Ham Park | 1,279 | 1,250 | 1,933 | 1,192 |

27. As can be seen from the table above, there was an increase in the provisional level of deficit funding provided to the West Ham Park charity in 2022/23 compared with the previous year. This is due to capital expenditure being incurred on the playground project during 2022/23 which required an increase in

the level of deficit funding provided by City's Cash. This was on top of an increase in CWP expenditure compared with 2021/22.

28. The level of capital expenditure incurred during 2022/23 also explains the projected reduction in deficit funding required for 2023/24. This is in addition to a decrease in CWP expenditure forecast to be spent in the current financial year. The CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future years. The carry-over of unspent balances from 2023/24 will be reported to the Projects and Procurement Sub-Committee as part of closing of accounts.

Appendices

Appendix 1 – West Ham Park Local Risk and Central Risk Monitoring Reports @ September 2023 (period 6)

Appendix 2 - Income Performance 2023/24 as @ September 2023 (period 6)

Appendix 3 - Expenditure Performance 2023/24 as @ September 2023 (period 6)

Contact

Clem Harcourt, Finance Business Partner (Natural Environment), Chamberlain's Department

E: clem.harcourt@cityoflondon.gov.uk

Natural Environment - Local Risk Revenue Budget 2023/24 - September (Period 6)

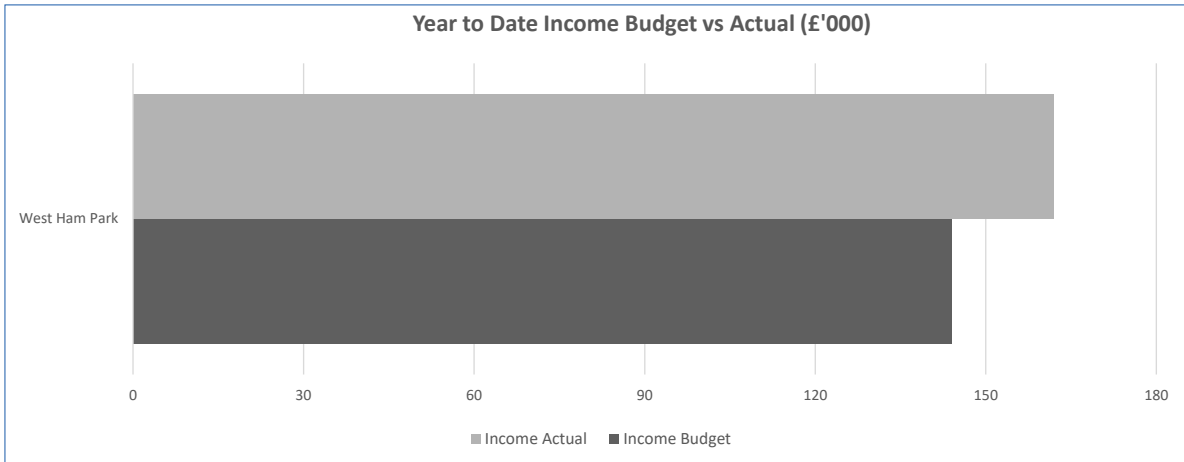
| FY 2022/23 Actuals £ | WEST HAM PARK | Latest Approved Budget 2023/24 £ | Actual to Date £ | Projected Outturn 2023/24 £ | Variance from Latest Approved Budget 2023/24 | |
|----------------------------|---|--|---------------------|-----------------------------------|---|--------------|
| | | | | | £ | % |
| 671,249 | Direct Employees | 669,000 | 324,472 | 660,000 | (9,000) | -1% |
| 1,635 | Indirect Employees | 11,000 | 5,431 | 11,000 | 0 | 0% |
| 50,786 | Premises | 52,000 | 96,612 | 75,000 | 23,000 | 44% 1 |
| 24,328 | Transport | 17,000 | 10,909 | 17,000 | 0 | 0% |
| 68,533 | Equipment, Furniture and Materials | 60,000 | 58,986 | 96,000 | 36,000 | 60% 2 |
| 32,164 | Fees and Services | 68,000 | 10,242 | 45,000 | (23,000) | -34% 3 |
| 6,740 | Other | 9,000 | 6,313 | 12,000 | 3,000 | 33% |
| 107,437 | Supplies and Services | 137,000 | 75,542 | 153,000 | 16,000 | 12% |
| 85 | Transfer to Reserve | 0 | 0 | 0 | 0 | 0% |
| 855,521 | Total Expenditure | 886,000 | 512,966 | 916,000 | 30,000 | 3% |
| (23,756) | Other Grants, Reimbursements and Contribs | 0 | (410) | (500) | (500) | n/a |
| (16,195) | Tennis | (72,000) | (15,570) | (20,000) | 52,000 | -72% 4 |
| (43,543) | Other Fees and Charges | (20,000) | (15,586) | (25,000) | (5,000) | 25% |
| (236,620) | Rents etc | (196,000) | (130,645) | (236,000) | (40,000) | 20% 5 |
| (320,113) | Income | (288,000) | (162,210) | (281,500) | 6,500 | -2% |
| 535,408 | Total Net Expenditure - Local Risk | 598,000 | 350,756 | 634,500 | 36,500 | 6% |
| | Central Risk | | | | | |
| 25,659 | Capital Charges | 26,000 | 0 | 26,000 | 0 | 0% |
| 27,814 | Indirect Employees | 0 | 0 | 0 | 0 | 0% |
| 0 | Investment Income | (1,000) | 0 | (1,000) | 0 | 0% |
| 53,473 | Total Net Expenditure - Central Risk | 25,000 | 0 | 25,000 | 0 | 0% |

Notes:

- 1 Projected overspend as a result of additional water costs being required. The actual to date includes items due to be transferred to City Surveyor budgets.
- 2 Projected overspend due to additional materials being required for the playground in addition to health and safety equipment maintenance costs.
- 3 Projected underspend as a result of savings on consultancy services.
- 4 Reduced income from tennis. This trend is expected to continue for the remainder of the year.
- 5 Rent and licence income from The Cedars is currently ahead of profile and this is projected to result in income being ahead of budget at year-end.

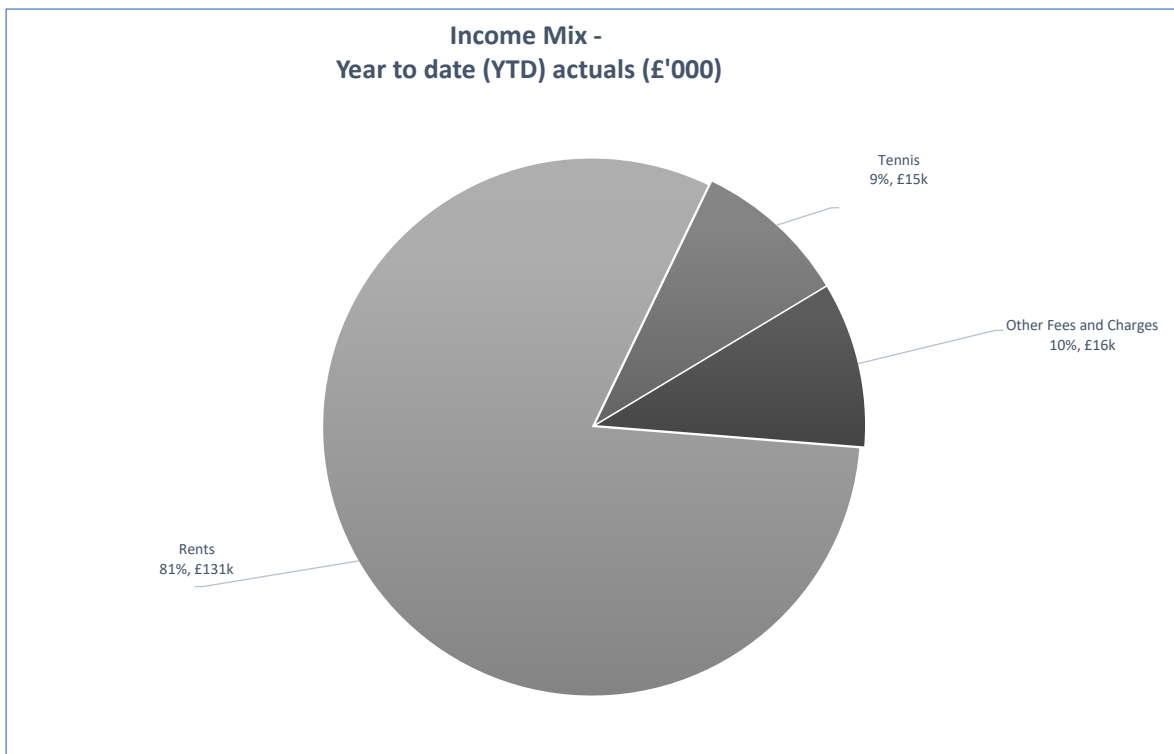
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West Ham Park - Income Performance 2023/24 - September (Period 6)



Notes:

1. The majority of the £18k favourable variance year to date is due to rent income being ahead of the budget profile which is partly offset by a shift in the anticipated levels of participation in certain sports like tennis.

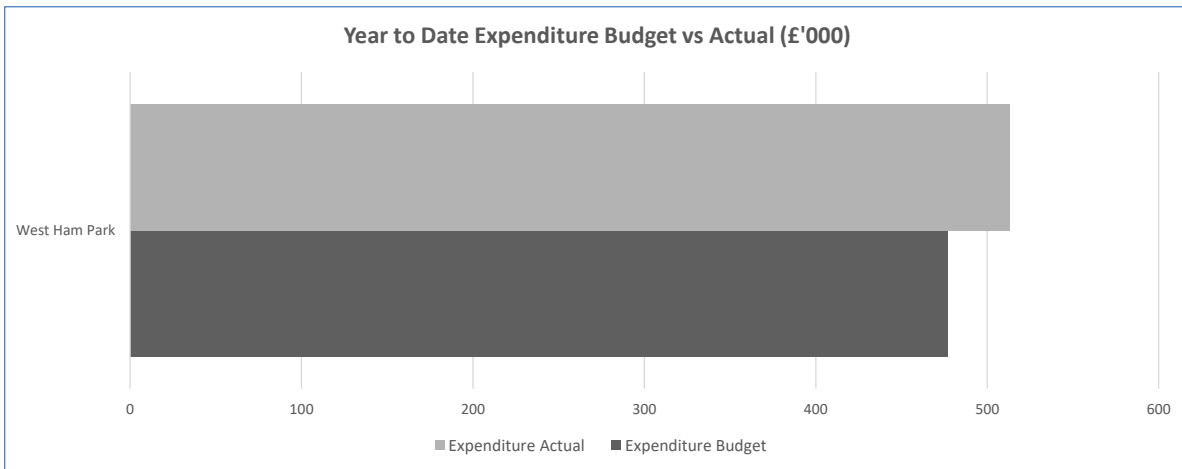


Notes:

1. Total year to date actual income as @ September (Period 6) = £162k.
2. Other Fees and Charges relates to other facility and sports like cricket and school sports hire.

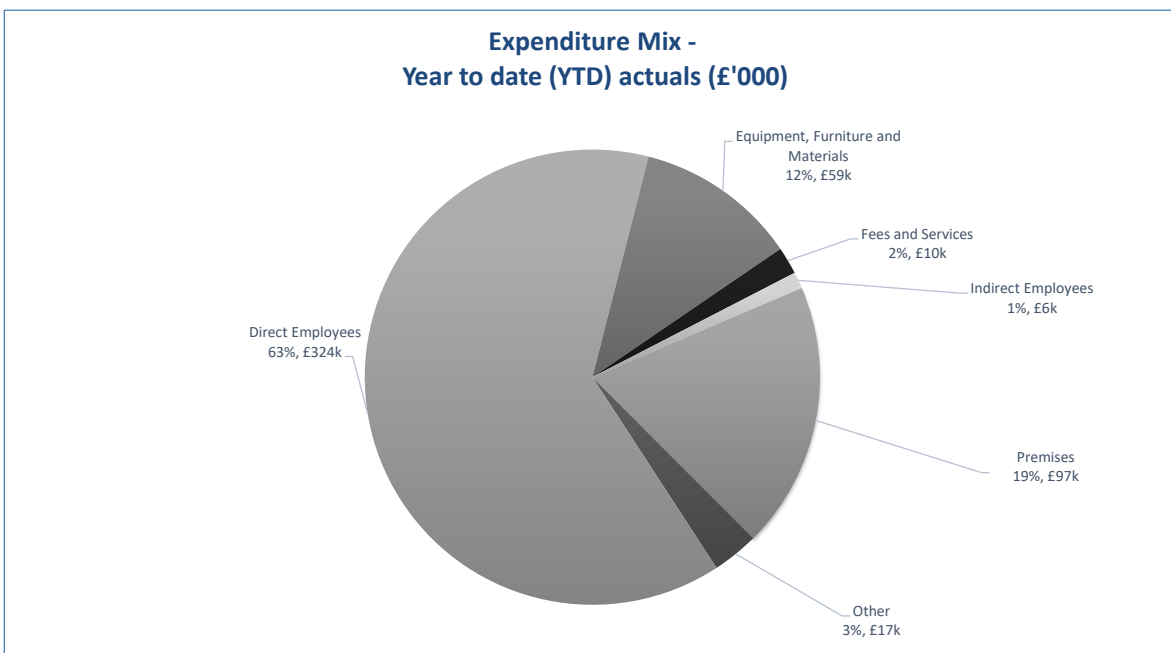
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West Ham Park - Expenditure Performance 2023/24 - September (Period 6)



Notes:

1. The unfavourable variance of £36k mainly relates to an overspend attributable to additional materials being required as well as repairs and maintenance costs incurred due to be transferred to City Surveyor budgets. This is partly offset by lower than expected expenditure on salaries and fees and services.



Notes:

1. Total year to date actual expenditure as @ September (Period 6) = £513k.
2. Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
3. Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services; uniforms etc.
4. Other costs mainly relate to cleansing charges; contingency; third party payments; transport.

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Agenda Item 8

| | |
|---|---------------------|
| Committee(s) | Dated: |
| West Ham Park | 04/12/2023 |
| Subject: Revenue and Capital Budgets 2024/25 | Public |
| Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | N/A |
| Does this proposal require extra revenue and/or capital spending? | No |
| If so, how much? | N/A |
| What is the source of funding? | N/A |
| Has the funding source been agreed with the Chamberlain's Department? | N/A |
| Report of: The Chamberlain Interim Executive Director Environment | For Decision |
| Report Author: Clem Harcourt, Chamberlain's Department | |

Summary

This report presents for approval the proposed revenue and capital budgets for the West Ham Park Committee for 2024/25, for subsequent submission to the Finance Committee.

Overall, the proposed revenue budget for 2024/25 totals (£1.182m) net expenditure, an increase in net expenditure of (£72k) compared to the 2023/24 original budget of (£1.110m) net expenditure agreed by your Committee on 05 December 2022.

The proposed budget for 2024/25 has been prepared within the resource envelope allocated to each Director by Resource Allocation Sub-Committee, including an inflation increase of 3% and the full year impact of pay increases to staff arising from the pay deal effective from July 2023. The proposed budget for your Committee has also been adjusted to reflect the impact of the recently introduced Target Operating Model (TOM 2) staffing restructure within the Natural Environment Division.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set a balanced budget for the year ahead.

Recommendation

Members are asked to:

- i) note the latest revenue budget for 2023/24;
- ii) review and approve your Committee's proposed revenue budget for 2024/25 for submission to Finance Committee;
- iii) review and approve your Committee's capital and supplementary revenue projects budgets for 2024/25 for submission to Finance Committee; and
- iv) agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from energy

price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Chamberlain in consultation with the Interim Executive Director Environment.

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 budgets for 2024/25 for these areas. 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; and
 - apply a cash limit policy to Chief Officers' budgets.
3. The proposed 2024/25 budget for your Committee which includes the Interim Executive Director Environment's local risk, central risk, and recharges & support services budgets, plus the City Surveyor's CWP and Building, Repairs & Maintenance budget is (£1.182m) net expenditure, this is an increase of (£72k) when compared with the 2023/24 original budget of (£1.110m) net expenditure as agreed by your Committee on 05 December 2022.
4. The latest budget for 2023/24 and provisional original budget 2024/25, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1.
5. 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. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant table in Appendix 1.

| Table 1 – West Ham Park | Original Budget (OR) 2023/24 £000 | Latest Budget 2023/24 £000 | Original Budget (OR) 2024/25 £000 | Movement 2023/24 OR to 2024/25 OR £000 |
|--------------------------------|--|-----------------------------------|--|---|
| Net Local Risk | (639) | (598) | (636) | 3 |
| Net City Surveyor | (65) | (109) | (116) | (51) |
| Net Central Risk | (9) | (25) | (9) | 0 |
| Recharges and Support Services | (397) | (424) | (421) | (24) |
| Total Net Expenditure | (1,110) | (1,156) | (1,182) | (72) |

Latest Revenue Budget for 2023/24

6. Overall, the 2023/24 latest budget is net expenditure of (£1.156m) as reported at September 2023, an increase in net expenditure of (£46k) compared to the 2023/24 original budget agreed by your Committee on 05 December 2022. The main reasons for this net increase are:

- (£44k) additional budgets for building, repairs and maintenance costs managed by the City Surveyor with (£36k) of this amount relating to repairs and maintenance and (£8k) for cleaning and pest control;
- (£27k) increase in recharges and support services costs largely attributable to an increase in the cost of corporate departments;
- (£25k) funding provided from the Natural Environment Directorate to support requirements for casual staffing;
- (£16k) additional costs relating to capital charges and depreciation;
- (£12k) increase in salary budgets following £1k payments made to staff in July 2023; and
- £78k adjustment to your Committee's local risk resource base following implementation of the Natural Environment TOM2 staffing restructure.

Proposed Revenue Budget for 2024/25

7. This report presents at Appendix 1, the proposed revenue budget estimates for 2024/25 for your Committee analysed between:

- **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer's control;
- **Central Risk Budgets (including capital charges)** – 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 his/her control or are budgets of a corporate nature

(e.g. interest on cash balances and rent incomes from investment properties); and

- **Recharges & Support Services** – 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.

8. The proposed 2024/25 budget shows net expenditure of (£1.182m), an increase of (£72k) in net expenditure compared to the 2023/24 original budget agreed by your Committee on 05 December 2022. Further detail can be found in Appendix 1. The main variations relate to:

- (£51k) additional budgets managed by the City Surveyor with (£42k) increased costs for repairs and maintenance along with (£9k) in extra budgets for cleaning and pest control;
- (£45k) increase in recharges from the Natural Environment Directorate and Learning Team following changes arising from the TOM2 staffing restructure within the Natural Environment Division;
- (£35k) net increase in staffing costs owing to the full year impact of the pay award effective from July 2023 partly offset by savings achieved following implementation of the TOM2 staffing restructure;
- £34k savings in supplies and services costs largely related to reductions in coaching fees budgets no longer required; and
- £21k net increase in income from customer and client receipts. This is attributable to additional income from rents of £78k partly offset by a (£57k) reduction in fees and charges income primarily relating to the use of tennis facilities.

9. In light of recommendations from Resource Allocation Sub-Committee, the provisional 2024/25 budget includes a 3% uplift for inflation and the full year impact of pay increases to staff arising from the pay deal effective from July 2023. Members should also note that the proposed budget for 2024/25 includes a reduction of £78k to your Committee’s local risk resource base following implementation of the Natural Environment Division’s TOM 2 staffing restructure. A detailed breakdown of budget movements of the 2023/24 local risk original budget to the 2024/25 local risk original budget can be found in Appendix 2.

10. Analysis of the movement in staff related costs are shown in Table 2 below.

| Table 2 - Staffing statement | Original Budget | | Latest Budget | | Original Budget | |
|------------------------------|-------------------------------|---------------------|-------------------------------|---------------------|-------------------------------|---------------------|
| | 2023/24 | | 2023/24 | | 2024/25 | |
| | Staffing Full-time equivalent | Estimated cost £000 | Staffing Full-time equivalent | Estimated cost £000 | Staffing Full-time equivalent | Estimated cost £000 |
| West Ham Park | 16.21 | (706) | 13.17 | (680) | 12.84 | (741) |

11. Table 3 below details the budgets held for the City Surveyor’s Building Repairs & Maintenance:

| Table 3 –City Surveyor Local Risk West Ham Park | Original Budget 2023/24 £'000s | Latest Budget 2023/24 £000's | Original Budget 2024/25 £'000 |
|--|---|---|--|
| Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk) | (61) | (97) | (103) |
| Cleaning (City Surveyor Local Risk) | (4) | (12) | (13) |
| Total City Surveyor | (65) | (109) | (116) |

Draft Capital and Supplementary Revenue Budgets

12. The latest estimated costs of the Committee’s current approved capital and supplementary revenue projects are summarised in the table below.

| Service | Project | Exp. Pre 01/04/23 | 2023/24 | 2024/25 | 2025/26 | Later Years | Total |
|----------------------------|--------------------------|------------------------------|----------------|----------------|----------------|------------------------|--------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| West Ham Park | West Ham Park Nursery | 227 | 110 | | | | 337 |
| West Ham Park | West Ham Park Playground | 915 | 93 | | - | | 1,008 |
| TOTAL West Ham Park | | 1,142 | 203 | 0 | 0 | 0 | 1,345 |

13. The latest Capital and Supplementary Revenue Project forecast expenditure on new capital bids and currently approved schemes will be presented to the Court of Common Council for formal approval in March 2024.

Conclusion

14. This report presents the proposed Revenue and Capital budget estimates for 2024/25 for your Committee for Members to consider and approve.

Appendices

- Appendix 1 – Committee Summary Budget – by Risk and Chief Officer
- Appendix 2 – Movement Between 2023/24 Original Local Risk Budget to 2024/25 Original Local Risk Budget

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Appendix 1

Committee Summary Budget – by Risk and Chief Officer

| Analysis of Service Expenditure | Local or Central Risk | Actual 2022/23 £'000 | Original Budget (OR) 2023/24 £'000 | Latest Budget 2023/24 £'000 | Original Budget (OR) 2024/25 £'000 | Movement 23/24 OR to 24/25 OR £'000 | Notes |
|---|--------------------------------|--------------------------------|--|--------------------------------------|--|---|-------|
| EXPENDITURE | | | | | | | |
| Employees | L | (654) | (706) | (680) | (741) | (35) | 1 |
| Employees | C | (10) | 0 | 0 | 0 | 0 | |
| Premises Related Expenses | L | (50) | (52) | (52) | (63) | (11) | |
| City Surveyor – All Services | L | (193) | (65) | (109) | (116) | (51) | 2 |
| Transport Related Expenses | L | (24) | (17) | (17) | (24) | (7) | |
| Supplies & Services | L | (89) | (137) | (137) | (103) | 34 | 3 |
| Supplies & Services | C | (6) | 0 | 0 | 0 | 0 | |
| Support Services | C | (1) | 0 | 0 | 0 | 0 | |
| Third Party Payments | L | 0 | (15) | 0 | (15) | 0 | |
| Capital Charges | C | (25) | (10) | (26) | (10) | 0 | |
| Total Expenditure | | (1,052) | (1,002) | (1,021) | (1,072) | (70) | |
| INCOME | | | | | | | |
| Other Grants, Reimbursements and Contributions | L | 0 | 0 | 0 | 1 | 1 | |
| Customer, Client Receipts | L | 278 | 288 | 288 | 309 | 21 | |
| Investment Income | C | 0 | 1 | 1 | 1 | 0 | |
| Total Income | | 278 | 289 | 289 | 311 | 22 | |
| TOTAL NET (EXPENDITURE)/INCOME BEFORE SUPPORT SERVICES AND RECHARGES | | (774) | (713) | (732) | (761) | (48) | |
| SUPPORT SERVICES AND RECHARGES | | | | | | | |
| Central Support | | (212) | (225) | (245) | (204) | 21 | |
| Recharges within Fund | | (167) | (172) | (179) | (217) | (45) | 4 |
| Total Support Services and Recharges | | (379) | (397) | (424) | (421) | (24) | |
| TOTAL NET (EXPENDITURE)/INCOME | | (1,153) | (1,110) | (1,156) | (1,182) | (72) | |

Notes:

1. (£35k) net increase in employment costs as a result of the full year impact of the pay award effective from July 2023 net of savings arising from implementation of the TOM2 staffing structure.
2. (£51k) increase in budgets managed by the City Surveyor relating to a (£42k) increase in repairs and maintenance expenditure as well as a (£9k) increase in corporate contract costs for cleaning and pest control.
3. £34k net saving on supplies and services largely relating to reductions in coaching fees budgets no longer required. This is in addition to savings on telephone costs.
4. (£45k) additional recharges from the Natural Environment Directorate and Learning Team as a result of staffing changes arising from implementation of the TOM2 staffing structure.

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Appendix 2

Movement between 2023/24 Original Local Risk Budget to the 2024/25 Original Local Risk Budget

| | |
|---|--------------|
| West Ham Park | £000 |
| Original Net Local Risk Budget (Interim Executive Director Environment & City Surveyor) | (704) |
| Interim Executive Director Environment | |
| Pay award | (52) |
| 3% inflation uplift | (21) |
| Net budget movement to cover transfer of staff within Natural Environment Division | (2) |
| Adjustments to local risk resource base following introduction of TOM2 staffing restructure in Natural Environment Division | 78 |
| City Surveyor | |
| Planned & Reactive Works including Cleaning | (51) |
| Original Net Local Risk Budget (Interim Executive Director Environment & City Surveyor) | (752) |

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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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