

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

### Summary

This report updates the Committee on its latest approved revenue budget for 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.

<b>Summary of Table 1</b> 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)
<b>Total Net (Expenditure)</b>	<b>(1,614)</b>	<b>(1,403)</b>	<b>(1,341)</b>	<b>273</b>

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.

## APPENDIX 7

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
<b>EXPENDITURE</b>							
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)	-	
<b>Total Expenditure</b>		<b>(1,274)</b>	<b>(1,669)</b>	<b>(1,403)</b>	<b>(1,363)</b>	<b>306</b>	
<b>INCOME</b>							
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	-	-	-	-	
<b>Total Income</b>		<b>355</b>	<b>244</b>	<b>261</b>	<b>245</b>	<b>1</b>	
<b>TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES</b>		<b>(919)</b>	<b>(1,425)</b>	<b>(1,142)</b>	<b>(1,118)</b>	<b>307</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(190)	(174)	(183)	(182)	(8)	
<b>Recharges within Fund</b>							
Directorate Recharges		(18)	(18)	(21)	(30)	(12)	
Learning Recharges		(54)	(4)	(64)	(18)	(14)	
Corporate and Democratic Core		7	7	7	7	-	
<b>Total Support Services</b>		<b>(255)</b>	<b>(189)</b>	<b>(261)</b>	<b>(223)</b>	<b>(34)</b>	
<b>TOTAL NET (EXPENDITURE)</b>		<b>(1,174)</b>	<b>(1,614)</b>	<b>(1,403)</b>	<b>(1,341)</b>	<b>273</b>	

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)
<b>TOTAL WEST HAM PARK COMMITTEE</b>	<b>17.50</b>	<b>(681)</b>	<b>17.42</b>	<b>(662)</b>	<b>19.50</b>	<b>(732)</b>

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)			
<b>Additional Works Programme</b>			
West Ham Park	(600)	(286)	(332)
	<b>(600)</b>	<b>(286)</b>	<b>(332)</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>			
West Ham Park	(75)	(54)	(59)
	<b>(75)</b>	<b>(54)</b>	<b>(59)</b>
<b>Cleaning</b>			
West Ham Park	(8)	(8)	(8)
	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>
<b>Total City Surveyor</b>	<b>(683)</b>	<b>(348)</b>	<b>(399)</b>

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 4<sup>th</sup> 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.

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

17. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. It should be noted that the above figures exclude the implementation costs of those schemes which have yet to receive authority to start work
18. The investigation into alternative uses for the Nursery 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**

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

- 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.

## APPENDIX 7

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

## Appendix 2

## Appendix 3

Movement of Local Risk Budgets (inc City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19 OR to 2018-19 LAB £'000	Paragraph Reference
<b>EXPENDITURE</b>					
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)	-	
<b>INCOME</b>					
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).