

Wormwood Scrubs Charitable Trust Committee Agenda

Wednesday 19 September 2018

7.00 pm

Woodlane Community Centre, 78 White City Close, W12 7DZ

MEMBERSHIP

Administration	Opposition
Councillor Wesley Harcourt (Chair) Councillor Alexandra Sanderson	Councillor Belinda Donovan
Co-optees	
Miriam Shea Stephan Waley-Cohen	

CONTACT OFFICER: Amrita Gill
Committee Co-ordinator
Governance and Scrutiny
☎: 020 8753 2094
E-mail: amrita.gill@lbhf.gov.uk

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Members of the public are welcome to attend.

Date Issued: 11 September 2018

Wormwood Scrubs Charitable Trust Committee Agenda

19 September 2018

<u>Item</u>		<u>Pages</u>
1.	MINUTES OF THE LAST MEETING	4 - 9
	To approve as an accurate record, and the Chair to sign, the minutes of the meeting held on 19 June.	
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATIONS OF INTEREST	
	If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.	
	At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.	
	Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.	
	Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.	
4.	WORMWOOD SCRUBS CHARITABLE TRUST STATEMENT OF ACCOUNTS 2017/18	10 - 46

This report presents the Trust's Annual Trustee's Report which includes the draft 2017/18 financial accounts.

- 5. REPORT OF THE CONSTRUCTION LOGISTICS FOR THE LONDON INSTITUTE OF MEDICAL SCIENCES BUILDING PROJECT** 47 - 50
- The developer wishes to discuss options for accessing the construction site across Wormwood Scrubs Charitable Trust land and understand if in principle this might be possible.
- 6. MANAGERS REPORT** 51 - 83
- The Committee is asked to note all matters in this report.
- 7. EXCLUSION OF THE PUBLIC PRESS**
- That under Section 100A(4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.
- 8. LINFORD CHRISTIE STADIUM - EXEMPT ITEM**
- Verbal update on the future plans for the Linford Christie Stadium.

Agenda Item 1



London Borough of Hammersmith & Fulham

Wormwood Scrubs Charitable Trust Committee Minutes

Tuesday 19 June 2018

PRESENT

Committee members: Councillors Wesley Harcourt (Chair) and Alexandra Sanderson

Co-opted members: Miriam Shea

Officers: Mark Jones (Director of Finance and Resources), Richard Gill (Wormwood Scrubs Development Manager), Ian Ross (Leisure Services Manager), Mahmood Siddiqi (Bi-Borough Director Transport, Highways, Parks & Leisure) and Amrita Gill (Governance).

1. APPOINTMENT OF CHAIR AND VICE CHAIR

RESOLVED:

1. That Councillor Wesley Harcourt be appointed as the Chair of the Wormwood Scrubs Charitable Trust for municipal year 2018-19.
2. That Councillor Alexandra Sanderson be appointed as the Vice-Chair of the Wormwood Scrubs Charitable Trust for municipal year 2018-19.

The chair thanked previous Councillors Elaine Chumnerly and Joe Carlebach for their service to this committee

2. APPOINTMENT OF CO-OPTED MEMBERS

RESOLVED:

That the Committee agreed the appointments of the following non-voting co-opted members:

- Sir Stephen Waley-Cohen
- Miriam Shea

3. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 14 March 2018 were approved and signed by the Chair.

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

4. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Belinda Donovan, Farrah Rossi (Principal Planning Projects Officer) and Sir Stephen Waley-Cohen (co-opted member).

5. DECLARATIONS OF INTEREST

There were no declarations of interest.

6. ALTERNATIVE ECOLOGICAL MITIGATION PROCUREMENT

Richard Gill presented the reported and the following correction to the Executive Summary was noted:

This report is seeking Wormwood Scrubs Charitable Trust Committee permission for the council to approach the market and procure contracts on behalf of the Wormwood Scrubs Charitable Trust for the design of Alternative Ecological Mitigation (AEM) and conservation management plan (CMP) proposals for Wormwood Scrubs Park. (the Scrubs).

The timeline in section 12 of Appendix 1 of the report will also have to be corrected to allow time for Cabinet approval.

Councillor Wesley Harcourt gave a brief update on the history and noted that HS2 would provide the Council with the funding to carry out works associated with ecological damage at the Scrubs. Richard Gill explained that the detailed draft proposal and specification for the conservation management plan (CMP) and AEM works would be approved by the Promotor, or nominated undertaker (HS2), and would then be used to procure a works contractor to implement the AEM proposals. The appointed consultant would also prepare a 10-year management plan for the works and update this throughout the 10-year period. HS2 would reimburse the Council for the costs to design, implement and maintain the AEM proposals and management plans together with any reasonable costs properly incurred by the Council.

Richard Gill referring to Appendix 1 provided an overview on the business case, procurement strategy, project management and governance plans for the AEM proposals. He noted that the report would go to the September Cabinet meeting and the plan was to award the contract in December 2018. Referring to page 26 of the agenda pack, Councillor Harcourt requested that an updated version of the indicative timetable be circulated to the Committee.

Action: Richard Gill

Miriam Shea noted that, following her meeting with Friends of the Scrubs she felt that the overall budget appeared to be quite high for project management (Consultants). Richard Gill explained that this was a lengthy process from start to finish and there was a great deal of work that needed to be completed. Consultants would produce all technical documents as well as work on site with the contractor for 18 months. They would be fully involved in the project for 24 months on and off

site. Furthermore, the budget proposals for hiring consultants were in line with the industry standards.

RESOLVED:

That the Committee agreed for the Council to approach the market and procure contracts on behalf of the Scrubs for the design of Alternative Ecological Mitigation (AEM) and conservation management plan (CMP) proposals for Wormwood Scrubs Park. (the Scrubs)

7. MANAGERS REPORT

HS2 Bill – Proposed Wetland Mitigation Legal Agreement

Mark Jones provided an update and noted works to control knotweed had commenced. Paths had been cut in bramble to allow access to the knotweed stands. These works were carried out in late March. This was early in the bird nesting season so great care was taken to explore the bramble and ensure there were no nests in the vicinity. The next task would be to treat the knotweed once it had grown to a suitable height and weather conditions were favourable. Arrangements had been made to meet the London Wildlife Trust who were acting as our ecologists and the knotweed contractor to agree a suitable methodology of carrying out works during this period.

Councillor Harcourt asked for clarification around what method was used for the removal of the knotweed. Richard Gill explained that the knotweed would be sprayed rather than injected. The treatment was most effective when carried out in two applications, early and late summer. This meant that it must be carried out while birds were still nesting so the operation has been postponed until July when bird nesting will be minimal.

Councillor Alexandra Sanderson asked if drift was a concern due to the potential damage it would cause to the surrounding areas. Richard Gill said that some of the surrounding bramble needed to be killed off, however consultants would avoid spraying the knotweed on a windy day. Councillor Sanderson asked that extra signs be posted, explaining that the knotweed would be sprayed during the summer.

Action: Richard Gill

HS2 Bill – Re-Routing Stamford Brook Sewer Legal Agreement

Richard Gill provided an update and noted that the HS2 contractor had been granted access to carry out ground investigation works. The position of the boreholes had been discussed on site and would be well away from the embankment or any vegetation. HS2 would also ensure an ecologist had a watching brief during the works in case nesting birds or other fauna required works to be adapted. Works were planned to start on Thursday 7 June with some enabling works for the access point commencing on Monday 4 June. The contractor postponed the start date for two weeks enabling works started Monday 18th June.

OPDC Draft Local Plan

Mark Jones noted that Old Oak and Park Royal Development Corporation (OPDC) were amending their draft local plan to reflect the masterplan work their consultants AECOM had been developing since they were appointed in January. The consultation would be on the proposed changes only and not on the whole document. It would begin on 14 June and run for a 6-week period until 31 July. Councillor Harcourt said that this was our opportunity to respond to OPDC and suggested that the documentation be circulated to the relevant officers for feedback and comments.

Action: Mark Jones

Kensington Aldridge Academy (KAA)

Mark Jones provided an update and noted that the department for education (DfE) had contacted the Council to raise the possibility of KAA needing to remain at the Scrubs for a further year. The planning application to allow the school to remain on the site for a further year was progressing well and due to be considered at the 11 July Planning Committee.

The department remained undecided about whether the school would return to their original site. The school was aiming for a decision by 3 July which would be just two weeks from the end of term.

Councillors asked if there was an opportunity to use some of the portable cabins to open a visitor ecological centre after the school had closed. Mark Jones noted that the portable cabins were not permanent structures and this option could be explored further.

Community Safety Update

Mark Jones provided an overview and noted that between 01/03/18 and 01/06/18 parks police dealt with 22 incidents on the Scrubs and carried out 64 high visibility patrols. Incidents included the abandonment of horses on two separate occasions. Both horses were in a neglected and emaciated condition and were taken to secure locations. Pressure was being kept up in respect of 'professional' dog walkers and a fixed penalty notice was issued to one walker who was in possession of five dogs.

Councillor Harcourt highlighted that there were some ongoing concerns relating to drug dealers near Braybrook Street and requested that officers and parks police continued to monitor this specific part of the Scrubs.

Grounds Maintenance and Site Management Update

Ian Ross noted that that further areas of Japanese knotweed had been found in the pony centre. Idverde had been asked to treat this when the weather conditions were conducive. Furthermore, there was the discovery of giant hogweed on the site. Idverde arranged to spray this as a matter of urgency to try and eradicate the issue. Officers and Idverde staff would monitor the area and treatment would be carried out as quickly as possible.

Litter continued to be a challenge. There was further notification of litter being left on site after the bank holiday weekend, after searching the sports booking records, it turned out on the day the litter had been left, no bookings had been made.

Officers and idverde were following this up with Parks Police and would provide an update at the next Committee meeting.

Action: Ian Ross

It was noted that over the Easter bank holiday the pony centre suffered flooding. Officers were working with the centre to look at short and long-term flood alleviation solutions. Councillor Harcourt asked whether the changes made during the construction of KAA had diverted the flow to the pony centre and requested for this to be investigated further. Mark Jones noted that he would raise this with the Department for Education (DfE) at their next meeting in July 2018.

Action: Mark Jones

Relating to the sports booking figures on page 31 of the agenda pack, Councillor Sanderson noted that the figures for Hockey had reduced significantly since 2015/16. She requested that a further analysis be provided on the reasons why the figures had decreased across a range of activities and circulated to the Committee. In addition, Ian Ross explained that legionella bacteria were discovered in the water supply of the Linford Christie stadium and works were carried out to try and remove the issue but unfortunately it reappeared in January of this year. Councillor Harcourt noted his concerns and requested that this issue be resolved as a matter of urgency.

Action: Ian Ross

Events

Mark Jones explained that the Council had been approached by an organisation that was interested in organising a music event on the Scrubs to raise funds for victims of the Grenfell fire. He noted that this event didn't go ahead as the organisation didn't follow up as anticipated. Additionally, the cinema company would not be using the Scrubs this summer. Negotiations had revealed they were prepared to offer in kind benefits (e.g. work experience) but even our offer of a reduced fee per head was not attractive.

Lease with UK Power Networks

Mark Jones provided an update and noted that there had been further correspondence with UKPN's agents and lawyers. The recent correspondence had narrowed down the remaining issues. Council property officers considered that progress was being made and that none of the issues being debated were significant. He noted that a further update would be provided once a response from the UKPN's agents was received.

Financial Outturn 2017/18

Mark Jones provided an overview and noted that the budget for 2017/18 was set with an anticipated £57,189 deficit to be drawn down from the Trust's reserves. The outturn for 2017/18 was a surplus of £297,964 which was £355,153 better than budget.

It was noted that the transfer to a new cash collection service for parking income didn't go as smoothly as anticipated. This resulted in lower than expected income in September and October of approximately £25,000. He noted that the cashless service was now operating correctly and this helped income levels between November 2017 and March 2018 to exceed predicted levels by £12,516.

Furthermore, filming and events income had also been affected, by reducing the number of events since July 2017 due to the temporary relocation of the Kensington Aldridge Academy (KAA) to the Scrubs.

Financial Forecast 2018/19

Mark Jones provided an overview of the financial forecast for Wormwood Scrubs Charitable Trust for 2018/19. He noted that income from pay and display and cashless parking was expected to exceed the 2017/18 outturn and return to 2016/17 levels as new systems had been fully implemented and fluctuations seen in 2017/18 were not expected to reoccur.

The budget included £93,333 income for rent payable by KAA for the period April to July 2018. If the school stayed for an extra year then the forecast for 18/19 would improve by £186,000 as a result of additional rent. It also included rental income payable by UKPN for occupation of the land which had been agreed for the next 7 years. It also included rental income payable for the new electrical vehicle charging points on the Scrubs.

Councillor Harcourt explained that there was an issue with coaches taking passengers to the Linford Christie Stadium by way of the narrow roadway to the east and north of the Pony Centre. This roadway should only be used by pedestrians and cyclist, however to facilitate deliveries to the KAA the vehicle barrier had been removed leaving access to vehicles open. He asked if officers could look into alternative options to mitigate some of the concerns raised.

Mark Jones noted that this would be his last Committee meeting as he was leaving for retirement. The Chair thanked him for all his hard work and wished him luck in his future endeavours

Legal Comments

There were no legal implications to be noted.

RESOLVED

That the Committee noted all matters in this report.


Meeting started: 7:00pm
Meeting ended: 8:30pm

Chair

Contact officer: Amrita Gill
Committee Co-ordinator
Governance and Scrutiny
☎: 0208752094
E-mail: amrita.gill@lbhf.gov.uk

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Agenda Item 4

<p>London Borough of Hammersmith & Fulham</p> <p>WORMWOOD SCRUBS CHARITABLE TRUST COMMITTEE</p> <p>19 September 2018</p>	
WORMWOOD SCRUBS CHARITABLE TRUST STATEMENT OF ACCOUNTS 2017/18	
Report of the Director for Finance & Resources, Resident Services	
Open Report	
Classification - For Information	
Key Decision: No	
Wards Affected: All	
Accountable Director: Hitesh Jolapara, Strategic Finance Director	
Report Author: Carmen Lomotey Principal Accountant, Residents' Services.	Contact Details: Tel: 020 8753 2721 E-mail: carmen.lomotey@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report presents the Wormwood Scrubs Charitable Trust Annual Trustee's Report which includes the draft 2017/18 financial accounts (Appendix 1).
- 1.2. The external auditors (KPMG LLP) require the Trust to approve a letter of representation, which is at Appendix 2.
- 1.3. The external auditors (KPMG LLP) must report their findings to a properly constituted governance body of the Trust before they can publish their signed and final opinion on the integrity of the Trust's accounts. This is included in Appendix 1

2. RECOMMENDATIONS

- 2.1. To note the content of the draft 2017/18 financial accounts for Wormwood Scrubs Charitable Trust ("the Trust").

- 2.2. To approve delegation of authority to the Bi-Borough Director for Transport, Highways, Parks and Leisure, Residents' Services for the approval of the audited 2017/18 Statement of Accounts and Trustee's report in the event of auditor changes subsequent to this Committee meeting.
- 2.3. To approve the management representation letter (attached as Appendix 2).
- 2.4. To approve the Trustee's Annual Report, attached as Appendix 1.
- 2.5. To note the contents of the annual risk assessment (contained in the Trustee's report on pages 25-26).

3. REASONS FOR DECISION

- 3.1. The external auditors must report their findings to a properly constituted governance body of the Trust before they can publish their signed and final opinion on the integrity of the Trust's accounts.

4. INTRODUCTION AND BACKGROUND

- 4.1. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Charities Act 2011. The Statement of Accounts and Trustee's Report are provided from page 15 of Appendix 1. These are for approval by the Wormwood Scrubs Charitable Trust Committee.
- 4.2. This report gives a brief overview of the key points arising from the Statement of Accounts and Trustee's Report.
- 4.3. KPMG have remained the auditors of the financial statements for 2017/18.
- 4.4. KPMG are nearing completion of their audit of the 2017-18 Wormwood Scrubs Charitable Trust and expect to issue an unqualified audit opinion following approval at Audit Committee on 19 September 2018. It should be noted that these accounts remain "unaudited" until final sign-off by KPMG and may therefore be subject to change until that point. However, no further changes are expected. KPMG will consider and complete their final sign-off following the approval of the accounts by the Trust. In the event that changes are subsequently made, then the Director for Finance & Resources, Environmental Services will sign-off the amended accounts (following approval of delegated authority), will advise all Committee members, and report any changes to the next meeting of the Wormwood Scrubs Charitable Trust Committee.

5. STATEMENT OF ACCOUNTS 2017/18

- 5.1. Financial performance for the Wormwood Scrubs Charitable Trust in 2017/18 was £335,303 better when compared to 2016/17, with the Trust achieving net incoming resources of £297,964. This is the Trust's first surplus.
- 5.2. The Trust started the year with an opening balance of £5,217,280. With net expenditure of £297,964, the year-end balance was £5,515,244.
- 5.3. The amount carried forward consists of unrestricted income funds of £515,243 and designated funds relating to the valuation of land and buildings of £5,000,001.
- 5.4. The Trust's land includes the Linford Christie Athletics Stadium, Pony Centre, three-bedroom cottage and single storey parks depot, all of which are valued as £1 in total. It also includes the car park valued at £5,000,000 as at 31st March 2017.
- 5.5. Under normal operating conditions, the main source of income is achieved through the use of the car parks that append Wormwood Scrubs. For 2017/18, this income consists of public pay and display parking income (259,674; 24% of income) and private car park rental income from the licence to Hammersmith Hospital Trust (324,619; 31%). These generated 86% of the 2016/2017 income (£603,517) but only 54% of the Trust's 2017/18 total incoming resources of £1,072,295. Exceptional income of £386,3012 has resulted from the Kensington Aldridge Academy's occupation of the Scrubs (£213,722) and backdated rental income from UK Power Networks from electrical charging points (£172,579).
- 5.6. The main source of resources expended are payments in respect of grounds maintenance. These totalled 91% (£706,909) of the £774,332 total resources expended in 2017/18.
- 5.7. Further details on the financial performance of all these elements can be found within the Statement of Accounts and Trustee's report.

6. AUDITOR'S REPORT

- 6.1. The auditor asks the Committee and management for written representations about the financial statements and governance arrangements. To that end Members are asked to consider and approve the draft letter of representation attached as Appendix 2.
- 6.2. KPMG's findings and final opinion on the 2017/18 financial statements will be issued once the letter of representation has been approved.

7. REVIEW OF BALANCES

- 7.1. The Trust's balances have reduced in recent years, mainly due to reductions in pay and display parking income and increased grounds maintenance costs due to annual contract inflation. The Trust continues to closely monitor and scrutinise its income and expenditure. Council officers are focussing on reducing the net costs of the Trust in the short, medium and long term.

8. RISK MANAGEMENT

- 8.1. As part of the Trustee's risk management strategy, the Trustee completes an annual review of the risks the charity may face. The 2017/18 risk assessment is contained in the Trustee's report on pages 25-26.
- 8.2. The work has identified only a few risks and the situation is being monitored. A key element in the management of risk is managing income and expenditure and setting a reserves policy for regular review by the Trustee. The review of reserves is set out in section 7 above.

9. LEGAL IMPLICATIONS

- 9.1. KPMG LLP are required to report the findings from their audit to a properly constituted governance body of the Trust before their opinion on the accounts is issued.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The financial elements are detailed in the main report.

11. CONSULTATION

- 11.1. Not applicable.

12. EQUALITY IMPLICATIONS

- 12.1. Not applicable.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1. Not applicable.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Charities SORP (FRS 102) Charities Act 2011	Mahmood Siddiqi 020 8753 3019	Residents' Services Room 316 Pembroke Road

LIST OF APPENDICES:

Appendix A – WSCT Annual Trustee’s Report and draft Statement of Accounts 2017/18

Appendix B – WSCT Letter of Representation 2017/18

Wormwood Scrubs Charitable Trust

Trustees Report 2017/18

Overview of the Year

The Wormwood Scrubs Charitable Trust (The Trust) exists to ensure that this much valued area of open space in West London is used for the exercise and recreation of Londoners. In its local plan, the Old Oak and Park Royal Development Corporation describes the Scrubs as ‘... a *cherished public open space and important ecological asset ...*’.

The last year saw some very significant developments for the Trust:

- For the first time the Trust reported a £297,964 financial surplus as a result of greater rental income.
- We helped in the aftermath of the Grenfell tower fire to provide the site for temporary buildings for the Kensington Aldridge Academy school.
- The Trust recruited a development manager using HS2 funding, which means that for the first time the Trust has an officer who works only on Trust matters.
- We began using the £3.9m of funding agreed with High Speed Two to protect and enhance the natural habitats on the Scrubs.
- The Trust ensured the development of Old Oak and Park Royal does not impact adversely on the Scrubs.
- We continued to work closely with the Friends of Wormwood Scrubs through the two Friends who are co-opted members of the governing committee.

An Oasis of Green Space in West London

Wormwood Scrubs is an open space located in the north-eastern corner of the London Borough of Hammersmith and Fulham in west London. It is the largest open space in the Borough, at 80 ha (200 acres), and is one of the largest areas of common land in London. It has been a public open space since the Wormwood Scrubs Act of 1879.

Wormwood Scrubs includes a Local Nature Reserve and there are also areas designated as Sites of Importance for Nature Conservation. These areas include Braybrook Woods, Martin Bell's Wood and the Central Woodland Copse.

Habitats include woodland (plantation), scrub and grassland. Animals include common lizards, approximately 100 species of bird and 20 species of butterfly. There are also approximately 250 native plant species which make up one sixth of UK native flora.

Structure, Governance and Management

Responsibility for the management of the Trust rests with the Wormwood Scrubs Charitable Trust Committee of the London Borough of Hammersmith and Fulham. This consists of three Councillors and two co-opted members, advised by senior council officers. The Committee is charged with managing all the affairs of the Trust, improving the focus and performance of the Trust and ensuring it achieves its charitable objectives. The Committee members for 2016/17 were Councillors Wesley Harcourt, Joe Carlebach and Elaine Chumnerly. Councillors Alexandra Sanderson and Belinda Donovan replaced Councillors Carlebach and Chumnerly after the local government elections in May 2018.

The two non-voting co-opted members were Miriam Shea and Sir Stephen Waley-Cohen. Both are also members of the Friends of Wormwood Scrubs.

The London Borough of Hammersmith and Fulham (LBHF or 'The Council') is the sole corporate trustee for the Trust.

Day to day running of the Trust is undertaken by officers in line with the Committee's scheme of delegation. The de facto chief executive of the Trust is Kim Dero, the Council's chief executive. Mark Jones, director for finance was the main officer responsible for the day to day running of the Trust in 2017/18.

Hitesh Jolapara, the Council's director of finance and governance is the Trust's chief finance officer but day to day financial management of the Trust is undertaken by Christina Cato, lead head of finance.

Objectives

Wormwood Scrubs is the subject of a charitable trust created by the Wormwood Scrubs Act 1879. The Council of the London Borough of Hammersmith & Fulham is the sole corporate trustee and holds the land in trust for the "use by the inhabitants of the metropolis for exercise and recreation". This is the Trust's sole objective.

The Trust therefore seeks to encourage sporting and recreational use of Wormwood Scrubs through the provision and maintenance of an environment that is conducive to its objective. The Trust is not linked with the prison located nearby.

The Linford Christie stadium is sited on Wormwood Scrubs and was built by the Greater London Council when that body was responsible for the Scrubs. The stadium is operated by the Council and the Trust makes an annual contribution to its running costs.

In addition to supporting the recreational activities provided by the Council through the Linford Christie stadium, the Trust's main activity relates to the maintenance of the Scrubs itself. Since 6th May 2008 idverde UK (which acquired Quadron Services Ltd in 2016) has provided a grounds maintenance service at Wormwood Scrubs following a procurement exercise run by the Council.

The Trustee has paid due regard to the Charity Commission's public benefit guidance in preparing its annual report. The Trust delivers public benefit in meeting its charitable objective of holding the land in trust in accordance with the 1879 Act.

Working with the Friends of Wormwood Scrubs

The Trust continues to work closely with the Friends of Wormwood Scrubs on a regular basis and two members of the friends are co-opted onto the charitable trust as non-voting members. Regular contact has been maintained with the friends throughout the year and the Trust and those involved in the day-to-day management of the site welcome their updates in terms of things seen but also works required.

The Wormwood Scrubs Development Manager met with the Friends committee in May and a walkabout was held with members of the Friends in July. This was a good opportunity for both parties to discuss issues and the proposals.

High Speed 2 (HS2)

HS2 Bill – Environmental Improvement Works

The Agreement between HS2 and LBHF dated 20th October 2016 secured £3.9m for ecological mitigation works. These works were agreed as an alternative to the ecological mitigation within the HS2 Bill and form an appendix to the agreement.

The Wormwood Scrubs Development Manager started in January 2018 with responsibility to deliver the Alternative Ecological Mitigation (AEM) works at the Scrubs. Both the works and the Development Manager post are funded by HS2 although the post holder is employed by and accountable to the Council. For the first time the Trust has an officer who works exclusively on Wormwood Scrubs issues.

HS2 Bill – Stamford Brook Sewer Realignment

The planned re-route of the Stamford Brook sewer through the northern section of Wormwood Scrubs will involve digging a trench, disturbing ecology and temporarily cutting off sections of the Scrubs for public use.

HS2 have been exploring alternative options to re-route the sewer but do not yet have a solution. If an alternative is not found a legal agreement is in place to provide method statements to protect the ecological habitats in the process.

Contractors managed by HS2 were granted access to carry out ground investigation works in June and July 2018. The location of boreholes were agreed well in advance and an ecologist had a watching brief during the works to protect biodiversity. Access was arranged by a new vehicular barrier from Braybrook Street. This will remain in place until the sewer re-route has been completed.

More ground and sewer investigation works are planned. Thames Water, managed by HS2, plan to carry out site investigation works in August. The works for the re-route of the sewer are currently planned for the summer of 2019.

Old Oak and Park Royal Development Corporation (OPDC)

The OPDC came into existence with full planning powers over the Old Oak and Park Royal regeneration area (including most of Wormwood Scrubs, but excluding the Linford Christie stadium) on 1 April 2015.

OPDC Draft Local Plan

The draft Plan contains their land use and spatial strategy over the next 15-20 years and contains policies on housing, community facilities, transport, the environment, and more. These policies will guide future development, and proposals for development will be assessed against the policies contained within the OPDC's Local Plan. The Trust will play a full part in responding to any consultations and formulation of the OPDC's Local Plan.

The Draft Local Plan can be viewed here: www.london.gov.uk/opdclocalplan

OPDC Draft Local Plan – 2nd Round of Regulation 19 Consultation, 2018

The OPDC carried out 2 rounds of Regulation 19 public consultation on their Draft Local Plan. The first round of consultation was carried out in June to September 2017. The WSCT made representations which were considered by the OPDC in reviewing and redrafting their draft Local Plan.

The OPDC then carried out a further 2nd Regulation 19 consultation which ran from 14 June to 30 July. Both WSCT and FOWS have submitted representations and these will be carefully considered by the OPDC in finalising their Local Plan for submission to the Secretary of State for independent Examination in Public (EIP).

Local Plan Timetable

The projected stages of the OPDC Local Plan production have been updated in light of the [second Regulation 19 consultation](#):

The projected stages of the OPDC Local Plan production:

- **February 2016** - [First draft Local Plan](#) published for consultation
- **June 2017** - [Revised draft Local Plan](#) published for consultation
- **June 2018** - [Second revised draft Local Plan](#) published for consultation
- **October 2018** - Submission of the Local Plan to the Secretary of State for the Ministry of Housing, Communities and Local Government for Independent Examination of the Local Plan
- **Winter 2018/2019** - Independent Examination of the Local Plan
- **Spring 2019** - Local Plan adoption

Habitat and Ecology

Phase 1 Biodiversity Surveys completed in 2016 and 2017 formed the basis of recommendations for the AEM (Alternative Ecological Mitigation) proposals. These proposals were reaffirmed with HS2 as; removal of Japanese knotweed to create new habitat, woodland management, scrapes and wet woodland, hedge planting, heathland planting and grassland enriched with wildflowers. Further surveys were completed in September to gain a fuller understanding of the scrubs biodiversity.

The Committee agreed in June for the Council to procure a contract on behalf of the Trust for consultants to design the AEM proposals in more detail. This report will go to the Council cabinet meeting in October 2018 with the aim of appointing consultants in January 2019. The detailed draft proposals they produce might need planning permission and will have to be approved by HS2 before a specification is developed and agreed. We then aim to procure a works contractor to implement the AEM proposals in late 2019.

The AEM proposals will include both a conservation management plan (CMP), to understand the value and use of the Scrubs and a 10-year management and maintenance plan to maximise habitat improvement for wildlife. The AEM proposals will not be able to tackle all the issues at the scrubs as the HS2 funding is limited to ecological improvements. Nevertheless, both the CMP and the management and

maintenance plan will identify options to address issues with other funding mechanisms.

The proposals for the northern boundary are likely to be the most complex due to the range of habitats and the influence of the Japanese knotweed growing here. This needs to be removed before any other planting can be successful and, as its removal takes at least three years, works to control it have already commenced. Paths were cut in the bramble in March 2018 to access the knotweed with works to treat the knotweed planned for June. Dry weather delayed this treatment which would have been ineffective in these conditions. Treatment was carried out in early August 2018 after heavy rain. A watching brief by an experienced ecologist was undertaken in all stages of the works to ensure that nesting birds were not disturbed.

Once cabinet has approved the procurement report a communications plan will develop community engagement opportunities to get local groups, residents and schools on board to improve their understanding of the Scrubs.

Kensington Aldridge Academy (KAA)

This school occupies a new building located very close to Grenfell Tower in North Kensington. In the aftermath of the tower fire in June 2017 it was apparent that the school could not operate from that site when the new academic year was due to start in September 2017. It identified the old gravelled military training area in the Scrubs (sometimes known as the 'redgra') as a suitable site for temporary school buildings and set about seeking the permission of the Trust, the planning authority and the Ministry of Defence to use the site.

Temporary structures were installed over the summer of 2017 and the school was ready for occupation in September.

The School occupied the site for the whole academic year 2017/18 and paid the Trust a suitable market rent. The Trust was not able to earn the income that it would normally have done by renting out the gravel area for the usual very short term uses, such as lorry parking for trade shows at Olympia.

It is anticipated that the school will remain on the Scrubs until 12 August 2019 and return to its permanent site from September 2019.

Achievements and Performance

Sport

Currently, the Linford Christie Outdoor Sports Centre (LCOSC) and Wormwood Scrubs itself boasts eight full size football pitches, three junior nine-a-side pitches, two junior seven-a-side pitches and two junior five-a-side pitches. In addition, there are two gaelic football pitches, seasonal baseball pitches and a football pitch in the central area of the athletics track which is the home pitch of the Kensington Dragons Football Club senior team. The facility also offers a fully certified athletics track and five all weather pitches.

The facility is the home of Thames Valley Harriers Athletics Club and PHC Chiswick Hockey Club.

A number of other sports activities take place on Wormwood Scrubs. These include,

- Tackle Africa Football Tournament
- London Junior Baseball League
- Race for Life event
- British Athletic League Meetings
- Weekend 5K Parkruns
- Extensive school usage including district sports day

There have been ongoing issues at LCOSC with the water supply, which has taken far longer than expected to remedy. This has affected some activities that take place there.

Events

The Race for Life Hammersmith 5K event on Saturday 23 June 2018 was well received by residents.

Due to the relocation of the Kensington Aldridge Academy (KAA) onto the Redgra following the Grenfell tragedy, the area has not been available for film shoots or event/Met Police Carnival parking. Although KAA is moving back to its building in September, the temporary school will remain in situ for at least a further year, in case any issues arise due to Grenfell.

The Trust remains interested in facilitating a small number of larger events and discussions continue with companies that specialise in organising these. The large scale Grenfell charity concert enquiry has not materialised.

Grounds Maintenance and Site Management

The Scrubs is a highly popular site attracting a diverse range of users from dog walkers to model aircraft flyers to ornithologists to those wanting a quiet walk. The appearance and cleansing of both the grounds and the stadium is very important. Numerous tasks are thus undertaken on a routine and reactive basis to ensure the grounds maintenance of the site is kept at an acceptable standard.

Officers and the contractor, Idverde have worked hard over the last year to increase the number of volunteers, including from companies seeking to fulfill their corporate social responsibilities. These groups have assisted with the maintenance of the Scrubs but also undertaken tasks that would not have been possible otherwise.

The Trust is pleased that schools have also been using the site to self-deliver the Forest Schools education programme (www.forestschoollassociation.org).

In the past twelve months the following tasks have been scheduled as part of the grounds maintenance contract:

Activity
Inspecting daily three on-site play areas
Maintaining three on-site play areas
Strimming across the site and Linford Christie Stadium
Grass cutting all non-pitch areas across the site
Grass cutting areas of Linford Christie Stadium
Maintaining all wildlife and copse perimeters
Maintaining and pruning of all shrub bed areas
Pruning and maintenance of all hedges
Low level tree works
Maintaining dog areas
Litter picking across the site
Litter picking within the Linford Christie Stadium
Emptying of litter bins
Emptying of dog bins
Cleansing hard surfaces across the site
Treating of Japanese Knotweed
Cleansing hard surfaces within the Linford Christie Stadium
Cleansing and sweeping synthetic pitch areas within Linford Christie Stadium
Maintenance of the Red Gra area
Leaf clearance across the site
Attending to fly tips
Attending to vandalised or damaged equipment, facilities or surfaces
Liaising with site and facility users
Liaising with Parks Constabulary
Assisting in the preparation for large events
Assisting with Groundwork/Volunteer initiatives

Community Safety

Wormwood Scrubs continues to be patrolled by the Borough's Parks Police Service. In 2016-17 they carried out 386 patrols, the majority in uniform, by using vehicles and pedal cycles, and on foot. They dealt with 97 Incidents. No major crimes were reported and the majority of incidents involved anti-social behaviour, such as badly behaved dogs and their owners, homeless encampments and thefts from unattended motor vehicles.

The number of dogs being walked by professional dog walkers appears to have increased and a number of fixed penalty tickets were issued for having dogs in excess of the permitted total of four dogs. The Royal Parks now charge £300 per annum for licensing professional dog walkers, which may account for the increased numbers on the Scrubs.

A number of small fires broke out, the largest of which affected an area of 50 square metres and was extinguished by the London Fire Brigade.

A number of joint patrols with HM Immigration Service took place and a number of homeless people trying to live on the Scrubs were served with statutory notices or referred to service providers.

No traveller incursions took place and the use of the Red Gra for film unit bases has helped in ensuring the area appears well used and is unattractive for caravans and travelling communities.

Financial Review

The Trust reported a surplus of £297,964 in 2017/18. The main reason for this large surplus is the new income received from the Kensington Aldridge Academy (KAA) for the operation of the school and backdated charging points income UK Power Networks. This significant peak is short term/one-off. However a surplus is expected again in 2018/19 as KAA are negotiating an Licence extension to July 2019.

Summary of Financial Position	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
	£	£	£	£	£	£	£
Total Incoming Resources	1,072,295	698,745	678,572	717,972	638,525	546,201	579,106
Total Resources Expended	-774,332	-736,084	-737,772	-724,506	-717,576	-717,853	-687,501
Net Outgoing Resources	297,963	-37,339	-59,199	-6,534	-79,051	-171,652	-108,395
Total funds brought forward	5,217,280	5,254,619	5,313,818	5,320,353	5,399,404	5,571,056	5,679,451
Total funds carried forward	5,515,243	5,217,280	5,254,619	5,313,818	5,320,353	5,399,404	5,571,056
Cash Balance	251,781	235,356	275,570	360,095	333,051	411,403	584,504

Other than these mentioned temporary income peaks, the main income sources are pay and display income from the four machines in Wormwood Scrubs Car Park and licence income for the use of the car park. Some income was also achieved from filming and events, but not from the Winter Wonderland event.

The Trust contributes to the Linford Christie athletic stadium and other sports facilities located on the Trust grounds, to promote the objectives of the Trust to support exercise and recreation. The Linford Christie Stadium cannot operate without a subsidy, and the Council makes a significant contribution to that. From 2014/15 a commitment was made to the Trust that everything would be done to limit the contribution by the Trust, and that was successfully limited to £31,500 in 2016/17, very close to the figure contributed in the previous year. The figure in the table in the Income and Expenditure Statement is higher at £32,230 because the Trust is required to spread council recharges across a number of expenditure headings, rather than accounting for them on a single line, which was the previous practice.

Expenditure incurred by the Trust is in line with the objectives of the Trust.

In total funds brought forward, the Trust has designated funds of £5,000,001 relating to the valuation of the car park and tangible fixed assets in their existing use. The remaining, unrestricted income funds are solely used for the specific purposes of the Trust. These total £217,279 as at 31 March 2017 (see the Statement of Accounts note 11). They significantly increased compared to the previous years, to £515,242, because of the 2017/2018 net incoming resources.

No capital projects were undertaken in 2017/2018.

Plans for future periods

The Committee is determined to bring the financial performance of the Trust to breakeven or better, but expects this to take more than a year to achieve.

In approving the budget for 2017/18 the Committee predicts a loss of £57,189. However this was before the agreement to provide a temporary home for the Kensington Aldridge Academy school which is expected to bring a significant rental income to the Trust in 2017/18. The Trust is also in discussion with UK Power Networks about achieving a fair annual rent for a piece of Trust land that has been used by UKPN for many years.

The Trust can demonstrate steady progress towards being able to operate at a breakeven position or better. To create a secure financial position in the longer term the Trust is working on optimising the use of its assets by developing events on the Scrubs, and getting the best possible benefits from the development of High Speed 2.

Reserves and Treasury Management Policy

The Trust's reserves policy is to consider the level of its balances annually, taking into account;

- Whether the Trust has approved a balanced budget
- The robustness of the assumptions and calculations that have underpinned the budget strategy
- The frequency and effectiveness of in year budget monitoring
- The effectiveness of Risk Management
- The affordability of its commitments in respect of grounds maintenance and support of the Linford Christie Stadium
- The review of, and the opinion on, the Trust's financial statements by the External Auditor
- The condition of the Trust's assets
- The affordability considerations of prudential borrowing

Currently, the Fund's undesignated funds of £217,279 are in the region of 30% of the turnover of the Trust, which is considered prudent given the factors identified above. Despite achieving some improvements the Trust recognises that balancing its income and expenditure remains a challenge. The Committee established by the Council to run the Trust has a key role in improving financial performance.

Determining an adequate level of balance requires professional judgement in the context of assessing performance against the key criteria listed above. Consequently, it is considered inappropriate to stipulate either a minimum or a maximum level of balances held. It is considered more important that the key criteria are reviewed annually at the time of preparing the annual Revenue Budget and reviewing the previous year's performance.

The cash balance (£235,356) has reduced in recent years mainly due to reductions in pay and display parking income, increased grounds maintenance costs due to annual contract inflation and contributions to the running costs for the Linford Christie Stadium. The Trust continues to closely monitor and scrutinise its income and expenditure. Council officers are focussing on reducing the net expenditure of the Trust in the short,

medium and long term. Increased income is being targeted through initiatives to optimise use of the scrubland. Expenditure is restricted to a few significant budget lines.

The Trust's cash balances are managed by the Council. The Council's Treasury Management Strategy Report governing the investment policy adopted, was adopted by the Council in February 2016. The Committee report can be found on the Council's website at the following location:

<http://democracy.lbhf.gov.uk/documents/s74149/TMS%20LBHF%202016-17%20Cabinet%20210116%20Final.pdf>

Risk Management

The Trustee has a risk management strategy which comprises:

- An annual review of the risks the charity may face;
- Establishment of plans to mitigate those risks identified;
- Implementation of steps designed to minimise any potential impact on the charity should those risks materialise.

The work has identified only a few risks and the situation is being monitored. A key element in the management of risk is managing income and expenditure and setting a reserves policy with regular review by the Committee. The full schedule of risks can be found later in this report.

Statement of Trustee's Responsibilities in respect of the Trustee's Annual Report and the financial statements

Under charity law, the Trustee is responsible for preparing the Trustee's Annual Report and the financial statements for each financial year which show a true and fair view of the state of affairs of the charity and of the excess of expenditure over income for that period. The trustee has elected to prepare the financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

In preparing these financial statements, generally accepted accounting practice entails that the Trustee:

- selects suitable accounting policies and then apply them consistently;
- makes judgements and estimates that are reasonable and prudent;
- states whether the recommendations of the Statement of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- states whether the financial statements comply with the trust deed and rules, subject to any material departures disclosed and explained in the financial statements;
- prepares the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its activities.

The Trustee is required to act in accordance with the trust deed (and the rules) of the charity, within the framework of trust law. It is responsible for keeping proper accounting records, sufficient to disclose at any time, with reasonable accuracy, the financial position of the charity at that time, and to enable the Trustee to ensure that, where any statements of accounts are prepared by them under section 132(1) of the Charities Act 2011, those statements of accounts comply with the requirements of regulations under that provision. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and to prevent and detect fraud and other irregularities.

The Trustee is responsible for the maintenance and integrity of the financial and other information included on the charity's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Disclosure of Information to Auditors

The Trustee who held office at the date of approval of this Trustee's Report confirms that, so far as it is aware, there is no relevant audit information of which the charity's auditor is unaware; and the Trustee has taken all steps that ought to have been taken as a trustee to make itself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditors

The Trustee appointed KPMG LLP during the year to undertake the audit of accounts in this year and in the following year. The Independent auditor's report to the Trustee of Wormwood Scrubs Charitable Trust follows on page 14.

For and on Behalf of Wormwood Scrubs Charitable Trust

Signed

Name: Cllr Wesley Harcourt

Date:

Independent auditor's report to the Trustees of Wormwood Scrubs Charity

Opinion

We have audited the financial statements of Wormwood Scrubs Charitable Fund ("the charity") for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, and the Statement of Cash Flows and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2018 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been properly prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 145 of the Charities Act 2011 (or its predecessors) and report in accordance with regulations made under section 154 of that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charity in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

Other information

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. We are required to report to you if:

- based solely on that work, we have identified material misstatements in the other information; or
- in our opinion, the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements.

We have nothing to report in these respects.

Matters on which we are required to report by exception

Under the Charities Act 2011 we are required to report to you if, in our opinion:

- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Trustees' responsibilities

As explained more fully in their statement set out on page 12, the trustees are responsible for: the preparation of financial statements which give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.¹

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charity's trustees as a body, in accordance with section 145 of the Charities Act 2011 (or its predecessors) and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Sayers for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square
London, E14 5GL

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

WORMWOOD SCRUBS CHARITABLE TRUST

STATEMENT OF ACCOUNTS 2017/18

Wormwood Scrubs Charitable Trust**Statement of Financial Activities for Year ended 31 March 2018**

	2017/18	2016/17
	£	£
Income and Expenditure		
Notes		
Income and endowments from:		
2		
Income from Charitable activities:		
Pay and Display Parking Meters	(259,674)	(287,012)
Hammersmith Hospital Car Park Licence	(324,619)	(316,505)
3		
Other trading activities	(485,376)	(94,509)
4		
Income from Investments	(2,626)	(719)
Total Income and endowments	(1,072,295)	(698,745)
Expenditure on:		
5. 8		
Charitable activities:		
Costs of generating Parking Income	-	-
6		
Contribution to Linford Christie Stadium	32,330	32,230
Non Routine Maintenance of Wormwood Scrubs	3,267	19,363
7		
Routine Grounds Maintenance of Wormwood Scrubs	706,909	684,160
Other expenditure	31,826	331
Total Expenditure	774,331	736,084
Net gains/(losses) on investments		
Net (income)/expenditure	(297,964)	37,339
Reconciliation of Funds		
Total funds brought forward	(5,217,280)	(5,254,619)
Total funds carried forward	(5,515,244)	(5,217,280)

All income was unrestricted.

Wormwood Scrubs Charitable Trust**Balance Sheet at 31 March 2018**

	2017/18	2016/17
	£	£
Fixed Assets		
9 Tangible Assets	5,000,001	5,000,001
Total Fixed Assets	5,000,001	5,000,001
Add: Current Assets		
Cash in Bank	251,781	235,356
10 Debtors	273,361	-
Total Current Assets	525,143	235,356
Less: Liabilities		
10 Creditors: Amounts falling due within one year	(9,900)	(18,078)
Total Liabilities	(9,900)	(18,078)
Total Net Assets and Liabilities	5,515,244	5,217,280
	£	£
11 The funds of the charity:		
Unrestricted income funds	(515,243)	(217,279)
Revaluation reserve	(5,000,001)	(5,000,001)
Total Charity Funds	(5,515,244)	(5,217,280)

Wormwood Scrubs Charitable Trust**Statement of Cash Flows for Year ended 31 March 2018**

	2017/18	2016/17
	£	£
Cash flows from operating activities:		
¹² Net cash provided by (used in) operating activities	13,798	(40,933)
Cash flows from investing activities:		
Dividends, interest and rents from investments	2,626	719
Proceeds from the sale of property, plant and equipment	-	-
Purchase of property, plant and equipment	-	-
Proceeds from sale of investments	-	-
Purchase of investments	-	-
Net cash provided by (used in) investing activities	2,626	719
Cash flows from financing activities:		
Repayments of borrowing	-	-
Cash inflows from new borrowing	-	-
Receipt of endowment	-	-
Net cash provided by (used in) financing activities	-	-
Change in cash and cash equivalents in the reporting period	16,425	(40,214)
Cash and cash equivalents at the beginning of the reporting period	235,356	275,570
Cash and cash equivalents at the end of the reporting period	251,781	235,356

Approval by the Board

For and on Behalf of

The Mayor and Burgesses of the London Borough of Hammersmith and Fulham

Emily Hill

Assistant Director, Corporate Finance

Notes to the Accounts

(1) Statement of Accounting Policies

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The trust constitutes a public benefit entity as defined by FRS 102.

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was needed. No restatements were required relating to the previous year's accounts, however the necessary changes in terms of presentation and disclosures have been made to bring the report in line with new SORP requirements including the addition of the Statement of Cash Flows and the allocation of governance costs across activities.

(i) Accounting Concepts

The accounts have been prepared on an accruals basis. That is, on the basis of income being due and expenditure being payable in the related financial year.

The Trustee has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. They therefore continue to accept the going concern basis of accounting in preparing the financial statements.

(ii) Depreciation

Depreciation has not been charged to tangible fixed assets (the land or the car park). Any changes in value will be reported as gains or losses on revaluations. The Trustee is not aware of any indication that an impairment has occurred.

(iii) Fixed Assets

The Trust has ownership of land, passed under the Wormwood Scrubs Act 1879 for the perpetual use of the inhabitants of London for exercise and recreation. Due to the restrictions on the use of the land and its disposal, it is included in the balance sheet at a fair value at the point of donation, as there are no records of this value a nominal value of £1 is used. This is in line with FRS102. The car park is held at historic value. This was initially established by a valuation in 2004, though the Trust does not operate a policy of revaluation.

(2) Incoming Resources

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. Material income for the Trust includes Pay and Display parking fees and filming income, that would be recognised this way.

The Trust has a licensing agreement with Hammersmith Hospital NHS Trust (HHT), for the use of a limited number of parking spaces within the car park, making use of surplus capacity. The Trustee's consider that the arrangement is consistent with the Trust's objectives, as the arrangement can be terminated at any time.

(3) Income from Other Trading Activities

	2017/18	2016/17
	£	£
Filming income	(65,897)	(69,809)
Value of costs recharged to outside bodies	(29,970)	-
Other rental income*	(389,509)	(24,700)
	(485,376)	(94,509)

*Other rental income includes £100,000 of other income relating to rental for a piece of land in previous years where the terms of the agreement and rental to be charged were not finalised and signed until April 2017. Consequently in prior years the amount to be received was not known or sufficiently certain to recognise.

(4) Investment Income

Interest is calculated on an average cash position for the year and is included in the accounts at year end. The interest rate used is the 7 day LIBOR rate, which increased from 0.30% in 2016/17 to 0.42% in 2017/18.

(5) Charitable activities

Resources expended on charitable activities comprise all the resources applied by the charity in undertaking its work to meet its charitable objectives. The Trust's objectives and work are detailed in the Trustees' Annual Report.

(6) Contribution to Linford Christie Stadium

The Charity contributes to the up-keep of an athletic stadium located on the Trust grounds, not as a cost apportionment exercise but in furtherance of the objectives of the Trust to support recreation. Linford Christie Stadium is managed by the Environmental Services Department.

On 27 November 2006 a yearly contribution of up to £110,000 to the running costs of the stadium was approved by Cabinet as an ongoing commitment. In 2017/18 a contribution of £31,500 (£31,500 in 2016/17) was made to the Linford Christie Stadium.

(7) Grounds Maintenance

The grounds maintenance work undertaken at Wormwood Scrubs is undertaken by the Council's external contractor under a Grounds Maintenance contract that was tendered in 2008 for a period of 7 years. The award of this contract was considered in the best interest of both the Council and the Trust. Until 2001/02 the Trust was not in a position to fund the entire cost of the works and until this point, the Council only received a contribution. Since this time, the Trust has funded the full cost of grounds maintenance costs at Wormwood Scrubs. Grounds Maintenance services are currently provided by the Environmental Services Department of the Council. The continuation of these services are periodically approved by Cabinet Members. This Contract expires in March 2021.

Routine Grounds Maintenance is undertaken in accordance with a series of schedules that form part of the new contract. The fixed element of the contract has increased from £668,655 in 2016/17

to £688,761 in 2017/18 due to a 3.00% inflationary uplift in line with the terms of the contract. The specification included in the new Grounds Maintenance contract represents a significant enhancement to the level of grounds maintenance that currently takes place at Wormwood Scrubs.

Non-routine Grounds Maintenance is identified and commissioned on behalf of the Trust by the contractor.

The Council's Audit Committee formally approved the continuation of the service provided by the Environmental Services Department in June 2009.

(8) Governance costs

The Governance costs associated with the charity are allocated to each of the Charitable Activities (as per FRS102), as a percentage of the gross expenditure.

The resources expended that relate to the governance of the charity consist of the following:

	2017/18	2016/17
	£	£
Financial Administration and Support fees - these costs result from the statutory requirement to prepare accounts. Also included are the costs of the time spent liaising and meeting with auditors, and attending closing of account meetings.	8,961	6,516
Legal Fees - In the management of the Trust during the year legal advice was required. This was provided by Legal Services of LBHF and the charges were based on a staff time basis.	201	258
Audit Fees - It is a statutory requirement that the accounts of the trust should be independently audited.	9,900	9,900
	19,062	16,675

Allocation of the Governance costs:

Activity	2017/18	2016/17
	£	£
Contribution to Linford Christie Stadium	830	730
Non Routine Maintenance of Wormwood Scrubs	84	439
Routine Grounds Maintenance of Wormwood Scrubs	18,148	15,505
	19,062	16,675

(9) Tangible Assets

The Trust's Land and Buildings include an athletics stadium, pony centre, three-bedroom cottage and single storey parks depot, all of which are valued as a nominal £1 due to the restrictions placed on the use of the land and its disposal.

The athletics stadium was built in 1961 under the Greater London Council (GLC) and prior to the creation of the London Borough of Hammersmith and Fulham, which are now responsible for administering the Trust. There is no available documentation to demonstrate that approval has been gained by the Secretary of State for Defence.

The pony centre was given approval to be built by the Secretary of State for Defence.

The car park is included in the accounts at historic cost in line with FRS102. The value included is £5,000,000. To establish a proxy for historic cost the asset was valued on the 31st March 2004. The Trust does not operate a policy of revaluation.

The car park is classified as a functional tangible fixed asset as the use of this land is considered as consistent with the charities objectives.

The Trust does not depreciate its assets as they are all either without a determinable finite useful life (i.e. land) or of a nominal value (i.e. £1)

(10) Debtors & Creditors

Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the balance sheet. Where the exact amount of a debtor or creditor was not known at the time of closing the accounts then an estimated amount has been used.

Creditors

	2017/18	2016/17
	£	£
Trade creditors	-	(8,178)
Accruals and deferred income	(9,900)	(9,900)
	(9,900)	(18,078)

Debtors

	2017/18	2016/17
	£	£
Trade debtors	273,361	-
Prepayments and accrued income	-	-
	273,361	-

(11) Fund Structure:

The Trust's Unrestricted Funds comprise:

	2017/18	2016/17
	£	£
General	(515,243)	(217,279)
Designated - Fixed Asset Revaluation	(5,000,001)	(5,000,001)
	(5,515,244)	(5,217,280)

All Income and Expenditure are Unrestricted funds solely used for the specific purpose of the Trust. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs, as recharged by LBHF.

The Trustees have designated funds relating to the valuation of the car park and tangible fixed assets in their existing use.

(12) Net Cash Flow from Operating Activities

	2017/18	2016/17
	£	£
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	297,964	(37,339)
<i>Adjustments for:</i>		
<i>Depreciation charges</i>	-	-
<i>(Gains)/losses on investments</i>	-	-
<i>Dividends, interest and rents from investments</i>	(2,626)	(719)
<i>Loss/(profit) on the sale of fixed assets</i>	-	-
<i>(Increase)/decrease in stocks</i>	-	-
<i>(Increase)/decrease in debtors</i>	(273,361)	40
<i>Increase/(decrease) in creditors</i>	(8,178)	(2,914)
<i>Net cash provided by (used in) operating activities</i>	13,798	(40,933)

(13) Related Party Transactions:

The Council of London Borough of Hammersmith and Fulham (LBHF) is the trustee of the charity. Most expenditure transactions of the Trust are with LBHF and therefore fall under the definition of related party transactions. However, as stated this does not conflict with the charity's ability to meet its objectives. There are no staff employed directly by the charity.

	2017/18	2016/17
	£	£
<u>a) London Borough of Hammersmith and Fulham as transacting party</u>		
- LBHF as contractor to the Trust		
Environmental Services Department for the provision of Routine Grounds Maintenance of Wormwood Scrubs (Ref Note 6)	688,761	668,655
- LBHF as recipient of contribution		
Contribution to Linford Christie Stadium (Ref Note 6)	31,500	31,500
- LBHF as provider of administrative and management support to the Trust		
Environmental Services Department for management & financial administration services of Wormwood Scrubs	8,961	6,516
Legal Services for the provision of legal advice required in the management of Wormwood Scrubs	201	258
	729,423	706,929
<i>Amounts due to or from related parties:</i>	-	-

(14) Trustee Remuneration, Benefits and Expenses

The Charities SORP (FRS 102) requires all trustee (or people connected with the charity) remuneration, benefits and expenses to be disclosed, regardless of size. There has been no remuneration, other benefit or expense payments to trustees, or people connected with the charity.

(15) External Audit Costs

The Trust has incurred the following costs in relation to the audit of the Statement of Accounts and statutory inspections provided by the Trust's external auditors:

	2017/18	2016/17
	£	£
Fees payable to the External Auditor with regard to external audit services carried out by the appointed auditor for the year	9,900	9,900
	9,900	9,900

(16) Post Balance Sheet Events

The Trust has had no material adjusting or non-adjusting events after the balance sheet date of 31 March 2018.

Reference and Administrative details

Charity Name and Number	Wormwood Scrubs Charitable Trust, Registration No. 1033705
Charity Correspondent	Emily Hill Deputy Director for Finance Wormwood Scrubs Charitable Trust c/o Old Oak Community Centre 76 Braybrook St London W12 0AP
Trustees	The Council of the London Borough of Hammersmith & Fulham
Telephone	020 8753 6700
Email Address	emily.hill@wormwoodscrubstrust.org.uk
Governing Document	Wormwood Scrubs Act 1879 As Amended By Scheme Of The Charity Commissioners Dated 25 March 2002.
Objects	For recreational use as set out in the Wormwood Scrubs Act 1879
Area of Benefit	Wormwood Scrubs and West London. (Area prescribed by Governing Document)
Area of Operation	Greater London – Hammersmith and Fulham
Registration History	23 Feb 1994 Registered
Auditor Details	KPMG LLP, 15 Canada Square, Canary Wharf London E14 5GL

Risk Assessment Schedule 2017/18

Risk Index No.	AREA OF RISK	IMPACT OF RISK	SEVERITY High/Medium/Low	POTENTIAL High/medium/Low	VALUATION	COMMENT
001	High Speed 2 Railway and the development of Old Oak	Adverse impacts on the Scrubs that are contrary to the objectives of the Trust	High	Medium	May not be a financial loss	Trust is engaging with HS2 and TFL and the Old Oak development Corporation to agree outcomes that do not adversely impact.
002	Pay and Display income level	Lower income levels due to decisions taken about Pay and Display tariffs.	Medium	Medium	Potential loss of income.	Usage fluctuates. Pay & display tariffs are set to match those in nearby streets. The introduction of cashless parking has significantly reduced the theft risk.
003	Hammersmith Hospital Trust car park income	The licensing agreement with Hammersmith Hospital Trust has a three month notice period with a possible impact on the level of income.	High	Medium	Potential loss of income.	The Hospital relies on the car park. The Trust has been successful in securing increased income from this source in recent years.
004	Condition – Wormwood Scrubs car park	Wormwood Scrubs car park is in need of resurfacing.	High	Low	Significant expenditure.	Repair has been agreed as part of the renegotiation of the car park lease with the hospital.
005	Insurance claims against Trust	Liability of trust in case of personal injury claims.	Low	Low	Possible liability of Trust in case of insurance claim.	Wormwood Scrubs would be covered by the Council's insurance.
006	Safety of Artillery Wall	Cost of demolition, collapse could possibly lead to damage or liability of Trust.	Medium	Medium	Cost of demolition or insurance claims.	The condition of the wall is being monitored. The Council are considering demolishing it at no cost to the Trust.

Risk Index No.	AREA OF RISK	IMPACT OF RISK	SEVERITY High/Medium/Low	POTENTIAL High/medium/Low	VALUATION	COMMENT
007	Costs of Operating Linford Christie Stadium	Contribution by the Trust varies according to the trading conditions for the Stadium	High	Medium	Expenditure could be significant	In some years this contribution has been small, but it is volatile. The financial performance of the Stadium is monitored closely



KPMG LLP
Public Sector and Healthcare
15 Canada Square
London E14 5GL
United Kingdom

Tel +44 (0) 20 769 4898
Fax +44 (0) 20 7311 3311

Private & confidential

The Trustees
Wormwood Scrubs Charitable Trust
First Floor
77 Glenthorne Road
London
W60LJ

Our ref LBHF/WWS/2017-18

6 September 2018

Dear Trustees

Wormwood Scrubs Charitable Trust 2017-18 Financial Statements

This letter presents our key findings from our audit of the 2017-18 accounts of Wormwood Scrubs Charitable Trust. It supports the opinions and conclusions that we are required to provide you with to comply with the requirements of *ISA 260 Communication of Audit Matters with Those Charged with Governance (ISA 260)*, in this case **Wormwood Scrubs Charitable Trust Committee**, at the time when they are considering the financial statements.

Objective of our audit

Our audit work was designed to consider whether the financial statements of Wormwood Scrubs Charitable Trust give a true and fair view of its state of affairs as at 31 March 2018 and of its results for the year to 31 March 2018 and that the financial statements have been properly prepared in accordance with UK GAAP.

We use our knowledge of Wormwood Scrubs Charitable Trust gained during our audit work to make useful suggestions for you to consider. You will appreciate that our routine audit work is designed to enable us to form an audit opinion on the financial statements of Wormwood Scrubs Charitable Trust and should not be relied upon to disclose errors or irregularities which are not material in relation to those financial statements.

Our independence

ISA 260 requires us to communicate at least once a year regarding all relationships between KPMG and Wormwood Scrubs Charitable Trust that may be reasonably thought to have a bearing on our independence. We have made enquiries of all KPMG teams providing services to Wormwood Scrubs Charitable Trust and are not aware of any relationships which present independence issues. No additional non-audit fees

have been paid to KPMG LLP by Wormwood Scrubs Charitable Trust in the year ended 31 March 2018. A statement of our independence is included within appendix one.

Audit progress and status

We are nearing completion of our audit of the 2017-18 Wormwood Scrubs Charitable Trust and expect to issue an unqualified audit opinion following approval at your Audit Committee on 19 September 2018 subject to receipt of your Trustees report, the receipt of our 2017-18 Management Representations Letter and satisfactory completion of our post balance sheet review procedures up to the date of signing the financial statements.

Audit differences

We are required by *ISA 260 - Communication of Audit Matters to Those Charged with Governance* to communicate all uncorrected misstatements, other than those that we believe are clearly trivial to Wormwood Scrubs Charitable Trust Committee. There are no uncorrected misstatements.

We are required by *ISA 260 – Communication of Audit Matter to Those Charged with Governance* to communicate all adjusted misstatements, other than those that we believe are ‘clearly trivial’ to Wormwood Scrubs Charitable Trust Committee. A summary of adjusted audit differences has been included in Appendix 2.

Audit issues

There are no issues or outstanding matters we wish to bring to the attention of the Directors.

Yours faithfully

Andrew Sayers, Partner, KPMG LLP

Appendix 1

Statement of Independence

The purpose of this Appendix is to communicate all significant facts and matters that bear on KPMG LLP's independence and objectivity and to inform you of the requirements of *ISA 260 (UK and Ireland) Communication of Audit Matters to Those Charged with Governance*.

Integrity, objectivity and independence

We are required to communicate to you in writing at least annually all significant facts and matters, including those related to the provision of non-audit services and the safeguards put in place that, in our professional judgement, may reasonably be thought to bear on KPMG LLP's independence and the objectivity of the Engagement Lead and the audit team.

We have considered the fees paid to us by the Company for professional services provided by us during the reporting period. Our audit fee in relation to the audit of Wormwood Scrubs Charitable Trust in 2017-18 was £11,800 (Inc. VAT) and we have provided no non audit services to the Company.

We are satisfied that our general procedures support our independence and objectivity.

General procedures to safeguard independence and objectivity

KPMG LLP is committed to being and being seen to be independent. As part of our ethics and independence policies, all KPMG LLP Partners and staff annually confirm their compliance with our Ethics and Independence Manual including in particular that they have no prohibited shareholdings. Our Ethics and Independence Manual is fully consistent with the requirements of the APB Ethical Standards. As a result we have underlying safeguards in place to maintain independence through:

- Instilling professional values
- Communications
- Internal accountability
- Risk management
- Independent reviews.

There are no other matters that, in our professional judgement, bear on our independence which need to be disclosed to the Wormwood Scrubs Charitable Trust Committee.

Audit matters

We are required to comply with *ISA (UK and Ireland) 260 Communication of Audit Matters to Those Charged with Governance* when carrying out the audit of the accounts.

ISA 260 requires that we consider the following audit matters and formally communicate them to those charged with governance:

- Relationships that may bear on the firm's independence and the integrity and objectivity of the audit engagement lead and audit staff.
- The general approach and overall scope of the audit, including any expected limitations thereon, or any additional requirements.
- The selection of or changes in, significant accounting policies and practices that have, or could have, a material effect on the Company's financial statements.
- The potential effect on the financial statements of any material risks and exposures, such as pending litigation, that are required to be disclosed in the financial statements.
- Audit adjustments, whether or not recorded by the entity that have, or could have, a material effect on the Company's financial statements.
- Material uncertainties related to event and conditions that may cast significant doubt on the Company's ability to continue as a going concern.
- Expected modifications to the auditor's report.
- Other matters warranting attention by those charged with governance, such as material weaknesses in internal control, questions regarding management integrity, and fraud involving management.
- Any other matters agreed upon in the terms of the audit engagement.

We continue to discharge these responsibilities through our attendance at audit committees, the annual audit letter and, in the case of uncorrected misstatements, through our request for management representations.


Disagreements with management about matters that, individually or in aggregate, could be significant to the Company's financial statements or the auditor's report. These communications include consideration of whether the matter has, or has not, been resolved and the significance of the matter.



Confirmation of audit independence

We confirm that as of 6 September 2018, in our professional judgement, in relation to the audit of the financial statements of the Company for the financial year ending 31 March 2018, we confirm that there were no relationships between KPMG LLP and the Company, its directors, senior management and its affiliates that we consider may reasonably be thought to bear on the objectivity and independence of the audit engagement lead and audit staff.

This report is intended solely for the information of the Wormwood Scrubs Charitable Trust Committee and should not be used for any other purposes.

<p>London Borough of Hammersmith & Fulham</p> <p>WORMWOOD SCRUBS CHARITABLE TRUST COMMITTEE</p> <p>19 September 2018</p>	
<p>REPORT OF THE CONSTRUCTION LOGISTICS FOR THE LONDON INSTITUTE OF MEDICAL SCIENCES BUILDING PROJECT.</p>	
<p>Report of the Cabinet Member for the Environment – Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification: For review and comment Key Decision: No</p>	
<p>Consultation: None</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Mahmood Siddiqi – Director of Transport, Highways, Leisure & Parks</p>	
<p>Report Author: Richard Gill – Wormwood Scrubs Development Manager (Leisure & Parks)</p>	<p>Contact Details: Tel: 07833482119 E-mail: Richard.Gill@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The London Institute of Medical Sciences, part of the Medical Research Council (MRC LMS) plans to create a state of the art collaborative research facility at the Hammersmith Hospital Campus, Du Cane Road.
- 1.2. The developer wishes to discuss options for accessing the construction site across Wormwood Scrubs Charitable Trust (WSCT) land and understand if in principle this might be possible

2. RECOMMENDATIONS

- 2.1. The Committee is invited to consider the options presented by MRC LMS.
- 2.2. That delegated authority be granted to the Director of Transport, Highways Leisure &, Parks in consultation with the Cabinet Member for the Environment, to open discussions with MRC LMS to consider disruption to park activities and what compensation, remediation or infrastructure could be offered.
- 2.3. That the Director of Transport, Highways Leisure &, Parks presents a preferred option to the next available WSCT Committee.

3. REASONS FOR DECISION

- 3.1. To explore the potential benefits to residents, local business and the development of Wormwood Scrubs Park

4. PROPOSAL AND ISSUES

- 4.1. MRC LMS will be submitting a planning application for a new building. The site is the former Cyclotron building demolished in 2014 in preparation for this project. As part of this process MRC LMS must consider the best way to access the construction site.
- 4.2. Discussions with MRC LMS should separate any benefits such as land rental for site accommodation from any mitigation required as part of the planning process.

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. All options propose the use of disused tennis courts as site accommodation and storage and a short route from here into the hospital through the existing boundary treeline.

- 5.2. Option 1 allows construction traffic via Artillery Lane and access through Imperial College Healthcare Trust (ICHT) car park it minimises disturbance to Woodman mews residents, school sites, the Pony Centre and Grounds maintenance (GM) operations. However, this option would increase traffic on Artillery Lane and if access is required through the WSCT car park it would disrupt the parking of park visitors and require additional protection of the Scrubs if the width restriction is removed.
- 5.3. Option 2 allows construction traffic via Woodman's Mews and access through the GM depot and the Linford Christie Stadium (LCS) grass area to the site accommodation. It minimises disturbance to the public car parks and Artillery Lane but would cause disturbance to Woodman's mews residents, school sites, the Pony Centre and Grounds maintenance (GM) operations. This option may also have the potential to provide visitor access to the LCS stadium.
- 5.4. Option 3 allows construction traffic to enter and exit via Du Cane Road. This option would have the least disturbance to any Scrubs or LCS activities but might require the hospital to resolve internal circulation issues.

6. CONSULTATION

- 6.1. MRC LMS to provide details of consultation to date.

7. EQUALITY IMPLICATIONS

- 7.1. None at present

8. LEGAL IMPLICATIONS

- 8.1. None at present

9. FINANCIAL IMPLICATIONS

- 9.1. None at present.

10. IMPLICATIONS FOR BUSINESS


- 10.1. None at present

BACKGROUND PAPERS USED IN PREPARING THIS REPORT

None

LIST OF APPENDICES

None

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">WORMWOOD SCRUBS CHARITABLE TRUST COMMITTEE</p> <p style="text-align: center;">19 September 2018</p>	
<p>MANAGERS REPORT</p>	
<p>Report of the Director for Transport, Highways, Parks and Leisure and the Director for Finance and Resources, Residents' Services</p>	
<p>Open Report</p>	
<p>Classification: For review and comment</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: College Park and Old Oak</p>	
<p>Accountable Director: Mahmood Siddiqi, Director for Transport, Highways, Parks and Leisure</p>	
<p>Report Author: Mahmood Siddiqi, Director for Transport, Highways, Parks and Leisure</p>	<p>Contact Details: E-mail: mahmood.siddiqi@lbhf.gov.uk Telephone: 020 8753 3019</p>

1. Executive Summary and Decisions Sought

1.1 The Committee is asked to note all matters in this report.

2. HS2 Bill - Proposed Wetland Mitigation Legal Agreement

2.1 The Legal Agreement sets out Alternative Ecological Mitigation (AEM) works in an appendix. These were agreed between HS2 and the Council as an alternative to the originally planned Wetland Mitigation.

2.2 This appendix has been developed, with the agreement of HS2, into a Project Initiation Document (PID). The PID sets out a planned direction for the AEM project and is included in Annex 3 for information and comment.

2.3 Further Biodiversity surveys were completed in September to complement those completed in 2016 and 2017 and to gain a fuller understanding of the Scrubs biodiversity. Together with the PID this will help inform the appointed consultants

- 2.4 The Committee agreed in June for the Council to procure a contract on behalf of the Trust for consultants to design the AEM proposals in more detail. This report will go to cabinet in October with the aim of appointing consultants in January 2019. The consultants will produce detailed draft proposals to be approved by HS2 before a specification is developed and agreed. We then aim to procure a works contractor to implement the AEM proposals in late 2019.
- 2.5 The AEM proposals will include both a conservation management plan (CMP), to understand the value and use of the Scrubs and a 10-year management and maintenance plan to maximise habitat improvement for wildlife. The AEM proposals will not be able to tackle all the issues at the scrubs as the HS2 funding is limited to Ecological improvements. Nevertheless, both the CMP and the Management and Maintenance Plan will identify options to address issues with other funding mechanisms.
- 2.6 The proposals for the northern boundary are likely to be the most complex due to the range of habitats and the influence of the Japanese knotweed growing here. Works to control it have already commenced. Paths were cut in the bramble in March to access the knotweed with works to treat the knotweed planned for June. Dry weather delayed this treatment which would have been ineffective in these conditions. Treatment was carried out in early August after heavy rain. A watching brief by an experienced ecologist was undertaken in all stages of the works to ensure that nesting birds were not disturbed.
- 2.7 Once cabinet has approved the procurement report a Communications plan will develop community engagement opportunities to get local groups, residents and schools on board to improve their understanding of the Scrubs.

Committee to Note

3. HS2 Bill Re-Routing Stamford Brook Sewer Legal Agreement

- 3.1 The planned re-route of the Stamford Brook sewer through the northern section of Wormwood Scrubs will involve digging a trench, disturbing ecology and temporarily cutting off sections of the Scrubs for public use.
- 3.2 HS2 have been exploring alternative options to re-route the sewer but do not yet have a final solution. If an alternative is not found a legal agreement is in place to provide method statements to protect the ecological habitats in the process.
- 3.3 Contractors managed by HS2 were granted access to carry out ground investigation works in June/July. The location of boreholes were agreed well in advance and an ecologist had a watching brief during the works to protect biodiversity. Access was arranged by erecting a new vehicular barrier from Braybrook Street. This will remain in place until the sewer re-route has been completed.

- 3.4 More ground and sewer investigation works are planned. Thames Water, managed by HS2, plan to carry out site investigation works in August. The works for the re-route of the sewer are currently planned for the summer of 2019.

Committee to Note

**4. OPDC Draft Local Plan: Further Consultation on changes
14 June to 31 July**

4.1 Old Oak and Park Royal Development Corporation (OPDC)

The OPDC came into existence with full planning powers over the Old Oak and Park Royal regeneration area (including most of Wormwood Scrubs, but excluding the Linford Christie stadium) on 1 April 2015.

4.2 OPDC Draft Local Plan

The draft Plan contains their land use and spatial strategy over the next 15-20 years and contains policies on housing, community facilities, transport, the environment, and more. These policies will guide future development and proposals for development will be assessed against the policies contained within the OPDC's Local Plan. The Trust will play a full part in responding to any consultations and formulation of the OPDC's Local Plan.

The Draft Local Plan can be viewed here: www.london.gov.uk/opdclocalplan

4.3 OPDC Draft Local Plan – 2nd Round of Reg 19 Consultation, 2018

The OPDC carried out 2 rounds of Regulation 19 public consultation on their Draft Local Plan. The first round of consultation was carried out in June to September 2017. The WSCT made representations which were considered by the OPDC in reviewing and redrafting their draft Local Plan.

The OPDC then carried out a further 2nd Regulation 19 consultation which ran from 14 June to 30 July. Both WSCT and FOWS have submitted representations and these will be carefully considered by the OPDC in finalising their Local Plan for submission to the Secretary of State for independent Examination in Public (EIP).

4.4 Local Plan Timetable

The projected stages of the OPDC Local Plan production have been updated in light of the second Regulation 19 consultation:

The projected stages of the OPDC Local Plan production:

- **February 2016** - [First draft Local Plan](#) published for consultation

- **June 2017** - [Revised draft Local Plan published for consultation](#)
- **June 2018** - [Second revised draft Local Plan](#) published for consultation
- **October 2018** - Submission of the Local Plan to the Secretary of State for the Ministry of Housing, Communities and Local Government for Independent Examination of the Local Plan
- **Winter 2018/2019** - Independent Examination of the Local Plan
- **Spring 2019** - Local Plan adoption

Committee to Note

5. Kensington Aldridge Academy (KAA)

- 5.1 The Director of Growth and Place advises that the licence for KAA has been renewed for another year but the school have returned to their main school site in North Kensington in September 2018. They intend to keep the site at Wormwood Scrubs in reserve in case, parents, governors and DFES have concerns with the RBKC site and need to decant at short notice.
- 5.2 The school is once again paying rent for the site and there are clauses in the licence for the school to meet the cost of reinstatements once they vacate the site. The site at Wormwood Scrubs has 24 hour security to ensure it does not get vandalised. Some adhoc classes may continue at this Wormwood Scrubs site.

Committee to note

6. Community Safety Update – Mike Rumble

- 6.1 From 1st June 2018 Parks Police have carried out 67 Patrols on Wormwood Scrubs and attended 16 Incidents.
- 6.2 Mopeds and Motorcycles using the location for ‘scrambling’ continue to pose a problem. We are not allowed to pursue them but when a uniform vehicle comes into sight, they usually beat a quick retreat. Very few bear number plates so any ongoing enquiries are thwarted.
- 6.3 Two Fixed Penalties have been issued to ‘professional’ dogs walkers for breaches of the PSPO (Dog Control).
- 6.4 An attempted theft from the IDV yard was foiled by staff. A number of events utilising unauthorised bouncy castles have been prevented by patrolling officers and health & safety advice given.
- 6.5 Two crimes were reported to MPS in June – Vehicle Crime near Tent City and ASB near Linford Christie Stadium.
- 6.6 We are able to monitor three CCTV Cameras on Wormwood Scrubs which help to ensure we are always aware of developing incidents across the open space.

Committee to Note

7. Grounds Maintenance and site management update – Ian Ross

- 7.1. Operations have proceed in general with no issues; litter continues to be the biggest challenge on the scrubs but some progress is being made.
- 7.2. Idverde have undertaken a number of unannounced checks over ths summer and in doing so have caught a number of teams playing without booking. These are being followed up and addressed.
- 7.3. Officers will be asking Idverde to put in place a system to try and catch those playing games at weekends and leaving large amounts of rubbish. Our investigations into this so far seem to indicate the teams that are doing this are ones that are not booking.
- 7.4. On Tuesday 4th September officers and Idverde had a walkabout with Cllr Harcourt to look at a number of points, the major discussion points were:
 - Litter in copses need addressing but this is difficult due to the density of the trees. Thinning the copses using volunteers to be explored
 - Some bins through the course of time are now within copses, these will need to be relocated so they are usable. Similarly with some benches.
 - Issue with crows and squirrels lifting litter out of the bins and scattering it. Quote to be firmed up to retrofit lids to all bins
 - A mown edge to be implemented along the side of all footpaths (whether by meadows or copses) to give a more managed feel and reduce the perception of neglect
 - The bund on Braybrook St. is strimmed annually in some places and not others as residents object at some points on the bund. This is causing a problem as the bramble is now starting to take over. Residents to be consulted and an overall opinion on what management should take place here to be gain.
- 7.5. Officers are working with Hitachi Rail who have been in contact about branches overhanging from the scrubs into their site and getting near the live electric line. There is no obligation on the scrubs to cut the branches back but officers are keen to work with Hitachi Rail to maintain neighbourly relations and to see whether any works to cut back would be beneficial to the scubs.

Committee to Note

8. Events

- 8.1 In the last quarter there has only been one event at Wormwood Scrubs. There were a few concerns over the post-event clear-up but these were fairly minor and dealt with promptly.
- 8.2 There are no events planned for the coming quarter.

- 8.3 The redgra not being able to be used for film units continues to cause some issues in accommodating larger filming opportunities in the borough and this is affecting income.

Committee to Note

9. London Institute of Medical Sciences Building Project

- 9.1 The London Institute of Medical Sciences and the Medical Research Council propose to construct a major research facility on the Hammersmith Hospital campus in Du Cane Road.
- 9.2 The facility will be located on the former Cyclotron building plot. The Cyclotron building was demolished in 2014 in readiness of the project.
- 9.3 Construction is programmed to commence in April 2019 with completion planned in summer 2021
- 9.4 A number of options are being considered for accessing the site during the construction. The developer has been invited to present the options to the Committee at the meeting

Committee to Note

10. Financial Forecast 2018/19

- 10.1 The latest financial forecast for Wormwood Scrubs Charitable Trust ("the Trust") for 2018/19 is summarised below and is detailed in Annexe A. Financial transactions for the financial year to date are set out in Annexe B.
- 10.2 The budget for 2018/19 was set with an anticipated surplus of £19,354 to be added to the Trust's reserves. The forecast for 2018/19 is for a surplus of £186,852, which is £167,498 better than budget.
- 10.3 The Trust's opening funds for 2018/19 is £515,243. The latest forecast anticipates this being increased to £5,702,096 and carried forward to 2019/20. This is £182,533 better than last forecasted; a £4,319 drawdown on reserves.

Activity	Outturn 2017/18	Budget 2018/19	Forecast 2018/19	Variance	Previously Reported	Last Reported	Movement
					Comments		
Pay and Display Parking Meters	(259,674)	(281,611)	(306,168)	(24,557)	The budget was based on the average income over the last 3 years. Income is expected to be higher than 2017/18 due to the introduction of cashless parking. Actual costs April to July 2018 are higher than forecaste	(281,611)	(24,557)
Hammersmith Hospital Car Park Licence	(324,619)	(336,109)	(336,109)	0	Current forecast: Quarterly contracted lease payments to increase 1.84% in Q4 (from £83,3642.58 to £85,181.60)	(336,109)	0
Other income from activities for generating funds	(488,002)	(171,958)	(329,456)	(157,498)	Current forecast assumptions: £294k KAA income (£200k increase due to licence extension); £13k 2017/18 KAA portacabin; £9k from UKPN EV charging points; £7k from Filming & Events (reduced to KAA occupation); and £3k investment income.	(164,150)	(165,306)
Total Income and endowments	(1,072,295)	(789,678)	(971,733)	(182,055)		(781,870)	(189,863)
Grounds Maintenance	706,909	712,344	718,157	5,813	Actual 2018/19 inflation is 1.63% (0.11 % less than budgeted inflation). The contract price is budgeted at £699,994; £18,162 forecasted governance costs have been added to this.	719,598	(1,441)
Contribution to Linford Christie Stadium	32,330	32,344	32,316	(28)	Includes £0.83k of governance costs, not credited to Linford Christie Stadium accounts.	32,316	0
Other Expenditure	35,093	25,637	34,409	8,771	Forecast increased due to legal fees associated with UKPN And KAA licence completions. Actual costs will depend on WSCT income and cost of work commissioned by Council officers.	25,637	8,772
Total Expenditure	774,332	770,325	784,881	14,557		777,551	7,330
Net (income)/expenditure	(297,964)	(19,354)	(186,852)	(167,498)		(4,319)	(182,533)

10.4 Income from pay & display and cashless parking was budgeted at 2016/17 levels; which was higher than 2017/18. However, actual year to date income is higher than expected. Income in each month April to July has exceeded the 2017/18 equivalent by at least £8,000; this a 38% increase year-to-date. This improves the forecasted income by £24,557 compared to that reported at Quarter 1.

10.5 Hammersmith Hospital car park income has been estimated at £336,109, the same as Quarter 1.

Other income from activities for generating income:

10.6 In Quarter 1 a cautious assumption was made about the likely income from filming and events in 2018/19. This was only £55,778 assuming Kensington Aldridge Academy(KAA) occupation for six months only. However, due to the KAA licence renewal this forecast has been reduced to £7,000 only.

10.7 The temporary relocation of the Kensington Aldridge Academy on the Scrubs site has been extended to July 2019. This has increased the income forecast by £201,022 (from £93,333 at Quarter 1 to £294,3552 at Quarter 2). Monthly rental has increased from £23,333 to £25,000. This has a negative effect on the forecasted income that will generated from filming and events. For example, parking of police vehicles during the Notting Hill Carnival is not possible this year, resulting in the loss of approximately £3,100 income.

10.8 As at Quarter 1, annual rental from UKPN for occupation is £3446 and from electrical vehicle charging points is £9,000. Profit sharing, although contractual has not been included due to uncertainty.

Expenditure

10.9 The cost of the grounds maintenance contract is £699,994; £18,182 of governance costs are forecasted to be added to this, totalling £718,157. The Retail Price Index (RPI) indices used to calculate the contractual uplift on the

grounds maintenance contract were forecast to be 1.98% during budget setting. However, the actual uplift is 1.632% for 2018/19. This has decreased the grounds maintenance forecast by 1,441; £5,813 higher than assumed during budget setting.

- 10.10 Contributions to Linford Christie Stadium have been capped. The small £28 variance is due to apportionment of governance costs.
- 10.11 The £34,409 forecast for other expenditure includes non-routine maintenance, repairs, and legal fees. The £8,772 increase compared to Quarter 1 results from legal fees associated with the licence completions for UKPN and KAA.

Committee to Note

11 Legal Comments

- 11.2 The purpose of this report is for noting and reviewing all matters referred above and there are no specific decisions required. Therefore no legal implications arise from this report.
- 11.3 Comments provided by Poonam Rajput, Solicitor, Legal Services, poonam.rajput@lbhf.gov.uk

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

Current (Q2) Financial Forecast

WORMWOOD SCRUBS CHARITABLE TRUST

STATEMENT OF ACCOUNTS 2018/19

Wormwood Scrubs Charitable Trust

Statement of Financial Activities for Year ended 31 March 2018

	2018/19 Forecast	2017/18 Actual	Notes
Income and Expenditure	£	£	
Income and endowments from:			
Donations and legacies			
Income from Charitable activities:			
Pay and Display Parking Meters	(306,168)	(259,674)	Parking income has growth April to July but the rest of the year is in line with the original 2018/2019 forecast
Hammersmith Hospital Car Park Licence	(336,109)	(324,619)	Contracted lease payments are forecasted to increase by 1.84% in 2018/19
Other trading activities	(325,772)	(485,376)	2017/18 income is higher than 2018/19 as a result of backdated payments from UKPN for rental and electrical vehicle charging points
Income from Investments	(3,684)	(2,626)	Forecasted income on cash balances and investment properties
Other Income		0	
Total Income and endowments	(971,733)	(1,072,295)	
Expenditure on:			
Raising funds	0	0	
Charitable activities:			
Contribution to Linford Christie Stadium	32,316	32,329	Contributions to Linford Christie Stadium plus a proportion of governance costs
Non Routine Maintenance of Wormwood Scrubs	2,583	3,267	Expenditure on non-routine grounds maintenance plus proportion of governance costs c
Routine Grounds Maintenance of Wormwood Scrubs	718,157	706,909	Grounds Maintenance contracted cost plus proportion of governance costs
Other expenditure	31,826	31,826	Legal fees, repairs, non-routine maintenance plus a proportion of governance costs
Total Expenditure	784,881	774,331	
Net gains/(losses) on investments			
Net (income)/expenditure	(186,852)	(297,964)	
Reconciliation of Funds			
Total funds brought forward	(5,515,244)	(5,217,280)	
Total funds carried forward	(5,702,096)	(5,515,244)	

2018/2019 Transactions at Quarter 2

Activity	Comments	Amount
		-254,589.21
Governance costs	Accrual - Audit Fees	-9,900.00
Recharge	Transfer to HS2 code	812.50
Governance costs	Legal - Savills UKPN Lease	1,732.50
Governance costs	Legal - Savills UKPN Lease	6.10
Governance costs	Legal advice from LBHF	85.00
Governance costs	Advice from LBHF	42.50
Governance costs	Advice from LBHF	25.50
Governance costs	Advice from LBHF	280.50
Governance costs	Advice from LBHF	85.00
Governance costs	Advice from LBHF	229.50
Pay & Display Parking Meters and pay by phone	April 2018	-14,297.42
Pay & Display Parking Meters and pay by phone	April 2018	14,297.42
Pay & Display Parking Meters and pay by phone	April 2018	-28,550.20
Pay & Display Parking Meters and pay by phone	May 2018	-31,657.13
Pay & Display Parking Meters and pay by phone	June 2018	-30,479.54
Pay & Display Parking Meters and pay by phone	July 2018	-29,329.29
Income from Investments	Park Lodge Rental Income	-273.00
Income from Investments	Park Lodge Rental Income	-273.00
Other trading activities	Accrual KAA income	23,333.34
Other trading activities	Kensington Aldridge Academy - Feb 2018	-23,333.34
Other trading activities	Accrual KAA income	23,333.34
Other trading activities	Kensington Aldridge Academy - March 2018	-23,333.34
Other trading activities	Kensington Aldridge Academy - Apr - Aug 2018	-119,354.82
Other trading activities	Kensington Aldridge Academy - Apr - Aug 2019	119,354.82
Other trading activities	Kensington Aldridge Academy - January 2018	23,333.34
Other trading activities	Kensington Aldridge Academy - Feb 2018	23,333.34
Other trading activities	Kensington Aldridge Academy - March 2018	23,333.34
Other trading activities	Kensington Aldridge Academy - January to August 2018	-189,354.84
Other trading activities	Accrual - UKPN 2 years access	69,420.00
Other trading activities	Accrual - UKPN Lump sum	100,000.00
Other trading activities	Accrual - UKPN rental income May 2017 to March 18	3,158.83
Other trading activities	2018/19 Q1 Hospital Car Park Rental	-83,642.58
Other trading activities	2018/19 Q2 Hospital Car Park Rental	-83,642.58
Other trading activities	Portacabin rental 28/07/2017	-2,625.00
Other trading activities	Portkabin rental 18/08/2017	-9,600.00
Other trading activities	Portacabin rental 28/07/2017	-1,140.00

Purpose

This Project Initiation Document (PID) outlines **why** the project is important, **what** the main issues, risks and project objectives might be, **who** might act as stakeholders to manage it, **when** the project outputs might be delivered and **how much** it is likely to cost.

It is a reference document for stakeholders which outlines the motivation, objectives, benefits and costs of the project. The PID should be agreed by the Project Board and will be adapted if required to respond to further issues and opportunities.

Introduction

Wormwood Scrubs Park, known locally as ‘the Scrubs’ is the largest open space in the London Borough of Hammersmith and Fulham (the borough) and has been public open space since the Wormwood Scrubs Act of 1879. The eastern side of the Scrubs is predominantly mown grass mainly laid out as football pitches which, together with the adjacent Linford Christie Stadium and Pony Centre, provide significant recreational opportunities. The western side of the Scrubs is identified as a Site of Importance for Nature Conservation (SINC), and is predominantly unmown grassland with developing scrubland providing significant opportunities for wildlife and nature. Despite the scrubs offering some of the borough’s biggest opportunities for recreation and wildlife, the management plans to safeguard either are not well developed.

The development of the Old Oak site to the north of the scrubs (*Fig 1*) under the Old Oak and Park Royal Development Corporation (OPDC) plans a minimum 25,500 homes and 65,000 jobs as one of the UK’s largest regeneration projects. This means many new visitors and residents wanting access to recreational and wildlife opportunities. Without planning and investment this could mean an unacceptable pressure on sensitive wildlife habitats and existing recreational facilities.

This PID will consider:

- How an overall masterplan might consider recreational, sport and wildlife opportunities at the Scrubs and the issues and risks involved in this.
- How a management plan for wildlife and nature (Biodiversity) should be developed within this overall plan. Funding is available for this through the Alternative Ecological Mitigation (AEM) works.
- How management plans for Sport and recreation will fit into the masterplan when funding for them is identified.

The AEM works have been proposed within an agreement between High Speed Two Limited (HS2) and the Council. HS2 is part of the OPDC development and is providing £3.9 Million funding to the Scrubs to develop a package of ecological improvement works and a long-term management plan to ensure increasing biodiversity opportunities.

The AEM works will be phase 1 of the masterplan. A plan to improve all the recreational opportunities at Wormwood Scrubs Park.

Fig 1. Wormwood Scrubs in context

The Scrubs is in the South East corner of the OPDC boundary area.

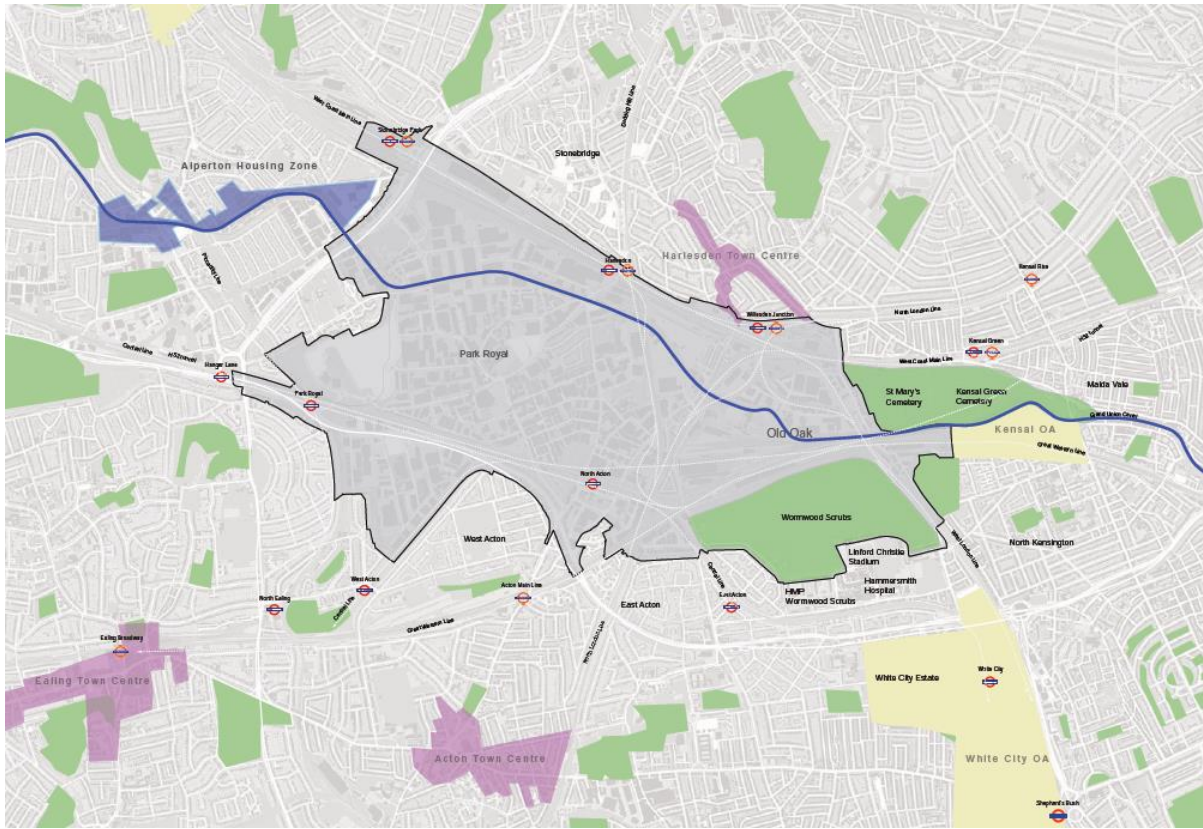


Fig 2. Wormwood Scrubs SINC Designation

SINC designation (Borough Importance Grade 1) in yellow



Scope

Although the scope of this PID potentially covers the ‘*whole*’ of the Scrubs, the scope of the first phase, the AEM works, will concentrate on the SINC (Fig 2). Biodiversity improvement could also be considered for the remaining part of the scrubs provided this does not restrict opportunities for recreation and sports.

Plan Hierarchy

This PID will inform and be informed by several other plans and studies;

- The Mayor’s London Plan provides an overarching context within which boroughs can align their Local plans.
- The Local Plan for the Scrubs will be drawn up by the OPDC who act as planning authority for those parts of Hammersmith and Fulham, Ealing and Brent covered by this development area. The OPDC Local Plan aims to:
 - Conserve and enhance Wormwood scrubs as a metropolitan park through sensitive enhancements
 - Protect Wormwood Scrubs as Metropolitan open land.
 - Conserve and enhance the Local Nature Reserve (LNR)* and Site of Importance for Nature Conservation (SINC) designations
 - Improve access and connections to Wormwood Scrubs.
 - Support the character of the Scrubs as ‘*more wild than tamed*’.
- The borough’s management responsibility for the Scrubs is guided by the LBHF Open Spaces Strategy. This has six key priorities which align closely with the OPDC local plan:
 - Protecting Wormwood Scrubs
 - Providing Access to local biodiversity.
 - Creating a safe, attractive and accessible Scrubs for all.
 - Improving the standard of management and maintenance
 - Actively involving the community
 - Increasing participation.

This PID will set an overall Vision for the Scrubs and initiate a suite of other detailed documents including consultant’s briefs, design packages, and management plans along three themes:

- Biodiversity
- Sport
- Recreation

Phase 1 Biodiversity

At present the detailed documents within the PID will only cover Biodiversity because the funding to develop these proposals has been agreed.

- The Biodiversity management plan will be informed by previous resident surveys and open space studies, particularly the 2017 Biodiversity Commission Report as there is no Biodiversity Action Plan (BAP) in place.
- It will also require up to date surveys to explore current issues and trends
- The developed Biodiversity Masterplan must be sufficiently flexible to allow the development of Masterplans for recreation and sport to develop at a later date.

* The Local Nature Reserve designation on the Scrubs is within the woodland areas of the SINC

1.0 Why the Scrubs has Significance

1.1 Brief History

Wormwood Scrubs Park, known locally as 'the Scrubs' is the largest open space in the borough and has been public open space since the Wormwood Scrubs Act of 1879. This act of parliament authorized the purchase of the Scrubs to be used both for '*military purposes and for the exercise and recreation of the inhabitants of the Metropolis*'. The management of the Scrubs was vested in the Metropolitan Board of Works, a responsibility now passed to the Wormwood Scrubs Charitable Trust (WSCT), who could make park bylaws provided this still allowed use by Her Majesty's military forces. This military use, which has included; rifle butts, traction engines, airships and the Royal Horse artillery, has now effectively ceased.

Although protected the landscape of the Scrubs has changed. Originally called Wormholt Wood by the mid-18th century most trees had disappeared and it was referred to as Wormholt Wood Common or Wormers Scrubs. Large parts of this extensive open space were lost to the Paddington Canal and the '*London to Birmingham*' and '*Great Western*' railways in the 19th century. A significant area was still able to be purchased by the 1879 Act and remained as open space while most of the surrounding open land was lost to development. Illustrations of the scrubs in the 1960's show most of the Scrubs as short cut municipal grass with a fringe of woodland on the railside lands. During the 1980s onwards, woodland plots were planted and some areas of grass were left to grow long for wildlife. These areas became more important for wildlife by developing their own biodiversity and because the continued development in the local area meant the loss of other local sites, such as the adjacent 'Scrubs wood' from the railway lands in the 1990's.

The fascinating history of the scrubs shows that it has been both protected from development and subject to a wide range of uses. It has left a unique estate that can seem both underused and under pressure.

1.2 Exercise of the inhabitants of the Metropolis

The grass playing fields of the scrubs are nominally laid out as 8 full sized football, seven junior football (9,7 or 5-a-side) and two Gaelic football pitches. In addition, Baseball pitches are marked out in summer months and many other games played on unmarked grass areas. To the south the Linford Christie Stadium (LCS) offers; a fully certified all-weather running track and athletic facilities, a full-sized grass pitch, one full sized and four 5-a-side all-weather floodlit pitches, an outdoor gym, community room and changing facilities. LCS and the grass pitches are the largest public outdoor sports offer in the borough and are of **regional/local significance**.

The Wormwood Scrubs Pony Centre homes 20 horses and ponies and an indoor riding arena. It offers riding and equine therapy for children, specializing in those with special needs and physical disabilities. A facility such as this is rare in London and is of **regional/local significance**,

Many people informally take the opportunity to walk or jog on the Scrubs. Park Run offer a weekly 5K timed run every Saturday attracting over 100 people and there is an establishing BMX club. Giving these activities great **local significance**.

1.3 Recreation of the inhabitants of the Metropolis

Most users appreciate in some way the remoteness, wildness and size of the Scrubs and some also appreciate the unique habitat it offers for wildlife. The Scrubs support excellent breeding habitats for a range of species. The mixture of inaccessible bramble thickets, trees and open grassland provides ideal nesting and foraging conditions for birds including, according to the London Wildlife (LWT) survey of 2017 some red listed species likely to be breeding on site. Over twenty species of butterflies and a rare harvestman have been among the invertebrates recorded. A population of common lizards, a nationally protected species and of County importance, also breeds here. The SINC is currently graded as Borough Importance Grade 1 but the extensiveness of the area and the natural grading of scrub into open meadowland create an unusual mosaic habitat, now almost entirely lost from inner London. It is the first large 'wild space' encountered travelling westwards from the City and with appropriate biodiversity management it has the potential to be a site of metropolitan significance.

The Scrubs has an established model aircraft flying zone. This is the only park in the borough that allows this under the bylaws and one of only a few in West London giving it a regional/local significance.

Most users, aside from sport, are walkers and dogwalkers (including professional dog walkers) there is a dog exercise area as well as two equipped play areas, benches and paths giving it a good local significance for general recreation.

1.4 The Importance of an Overall Masterplan

If the AEM works and a Biodiversity management plan are implemented without understanding the other aspects of the Scrubs such as sport and recreation it risks limiting the development of these activities or damaging the Biodiversity plans when these aspects are developed. We need to carry out user and biodiversity surveys to understand the significance of the Scrubs both for people and for nature.

1.5 Conservation Management Plan (CMP)

A CMP should ideally be the first task in the development period. It is not a detailed management and maintenance plan but will help to develop one. Its aim to understand; what is of significance or value at the Scrubs, who values the different aspects of it and how key issues should be addressed so that the heritage of the Scrubs is not lost to future generations. This PID proposes that a CMP is developed as the overall masterplan referred to in the Introduction. It will:

- Confirm an appropriate Vision for the Scrubs
- Identify and actively involve stakeholders in phase 1
- Identify the main uses and any issues relating to Biodiversity
- Consider access and development pressures of the different uses for Biodiversity
- Consider Phase 1: Biodiversity in more detail including:
 - Scope the AEM (improvement) works
 - Write an activity plan to actively involve stakeholders
 - Identify any specialist surveys or investigations required.

2.0 What are the Key Issues/Objectives

2.1 Risk Tracker

The CMP will confirm what the main issues and risks are. They will be managed by a Risk Tracker which will evolve with the project.

2.2 Biodiversity Masterplan

The CMP will also confirm key objectives developed as a Biodiversity Masterplan to address these issues and risks. The masterplan needs to be flexible enough to not only put in place the AEM works but also accommodate potential change in the future, especially at the LCS, the Redgra area, the car parks and the grass pitches.

The development or not of the LCS will affect the use and amenity of the Scrubs and the routes people take into and through it. Currently it does not reach its sporting potential, poor access causes conflict with other park users and underinvestment has caused decline of fabric and amenity. A solution will not be easy but options are being explored. Any Biodiversity Masterplan would have to dovetail into the masterplan for LCS should an option for this site be agreed.

The Redgra area has a long history as car park, events space and storage area. Currently it is occupied by Kensington Aldridge Academy (KAA) due to the impact of the Grenfell fire. Although this arrangement provides a useful income the space has no recreational or biodiversity value. The car parks at the Scrubs also produce useful income. The lease arrangement with the Hospital means most of the parking is not for park users and does not provide a welcoming introduction to the Scrubs. The parking and Redgra area must be considered in relation to the Biodiversity Masterplan.

The grass pitches are not high quality. A recent local football facility plan (LFFP) indicates that the grass pitches and changing rooms at the Scrubs and LCS should be priority projects for funding from the football foundation. Currently there is no playing pitch strategy in place to predict demand for football and other grass pitch sports. The Biodiversity Masterplan will recognise that without this strategy creating new pitches, or reverting pitches to long grass might be premature.

2.3 Biodiversity Masterplan Objectives

Objectives will be developed to address the main issues and risks at the Scrubs. These are likely to include issues that can be tackled by the AEM works and those that will need further investment from sport and recreation. Identified themes are:

- No Agreed Vision or Masterplan
- Community not involved
- Eyesores
- Anti-Social Behavior
- Need for Investment
- No Biodiversity Management Plan
- Management of the ecological enhancements
- Access to Biodiversity versus pressure on sensitive habitats
- Immediate Development Pressure
- Future Development Pressure

2.3.1 No Agreed Vision or Master Plan

Ask most Londoners, or Google, about Wormwood Scrubs and they are most likely to connect the place with the well-known prison rather than the adjacent open space. To many locals it is known as valuable open place to play football or walk the dog. Some believe its value as a unique wildlife habitat is being eroded by overuse and increasingly at risk from development. The Scrubs is protected by the Wormwood Scrubs Act 1879, the Commons Act 2006 and as Metropolitan Open Land. It also has local protection of wildlife through LNR's but there is no vision statement or masterplan which sets out how the various uses might be continued and its character preserved.

Objectives 2.3.1	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Agree a CMP with Vision • Develop a Biodiversity masterplan for consultation with stakeholders
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Develop Communications Plan including information about both natural heritage features and sports /other facilities. • Explore links and communicate with other initiatives e.g. London Plan, Local Plan, walking maps and stakeholder groups.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Develop Masterplan to include Sports and Recreation

2.3.2 Community not involved

We need to understand why people come to the scrubs, and why they do not. If this is due to inaccessibility we need to understand what impact increased use will have. Some local interest groups have been able to voice their views and be involved in volunteering opportunities but we need to have wider discussions with residents, schools, businesses, and local groups especially non-user groups to understand the issues and aspirations of the community.

Objectives 2.3.2	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Engage with the community through surveys including contact with users and non-users; Friends groups, model aircraft users, sports users, dogwalkers, play area users, Residents' and Tenants' Associations, and local businesses. • Produce a stakeholder engagement framework for the AEM Works
Explore what elements are within the AEM	<ul style="list-style-type: none"> • Establish relationships between the Trust and stakeholders to align priorities, attract funding,

remit	<p>share information/resources and encourage volunteering.</p> <ul style="list-style-type: none"> • Explore the potential for a permanent Ecology Officer and Ecology Centre which would provide a focus for the public to engage with nature through an activity Plan: events, activities, informal learning, and volunteering. • Develop policy advice for residents, schools and local groups wishing to hold community events
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Explore potential for sports development and community health involvement to tackle wider issues of obesity and other health problems through the provision of facilities and activities such as community gardening, group fitness classes in parks and outdoor exercise equipment

2.3.3 Eyesores

Attractive welcoming entrances are essential for public open space. There are corners of the Scrubs where a combination of dereliction, antisocial behavior and lack of management has established an eyesore. Some of these like the LCS, the Redgra area and the car parks are not entirely within the scope of the AEM. Two of the worst spots that are within scope are:

- The North-west corner, known as ‘Tent City’, and the Cottage are semi derelict. Historic dumping of rubbish and uncleared demolished buildings are partially overgrown by buddleia and other ‘weed’ species.
- The North-east corner adjacent Scrubs lane has unsightly hoardings which have proved ineffective in stopping access for rough sleeping and fly tipping.

Objectives 2.3.3	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Explore through the masterplan if eyesore areas could be resolved with AEM projects
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Explore Possibility of Volunteer action days or involvement of local business to tidy the worst of these areas. • Explore options for early intervention projects with partners or adjacent development. e.g. OPDC Good growth fund
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Ensure the biodiversity plan integrates with adjacent works in the LCS, car parks and Events spaces

2.3.4 Anti-Social Behavior

Lack of Masterplan, investment, community involvement and shared vision leads to increased anti-social behavior. Although the Scrubs is patrolled by the Borough's Parks Police Service there are common incidents of anti-social behavior (ASB); badly-behaved dogs/ owners, drinking, urinating, homeless encampments and thefts from unattended motor vehicles.

Objectives 2.3.4	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> Use AEM works to address eyesores which often are hotspots for ASB
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> Ensure the user surveys cover the perception of safety at the Scrubs and issues of concern. Then address these issues in our masterplan Explore how AEM works can dovetail with other phases to address remaining issues of ASB Continue to engage with the parks police to enforce bylaws especially around perceived issues of off road motorcycles/quad bikes and dog control
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> Ensure subsequent phases do not introduce inappropriate public realm which might encourage ASB Consider interventions if particular user groups are a problem such as licensing professional dog walkers. The Royal parks are charging an annual fee which may account for the increased numbers on the Scrubs.

2.3.5 Need for Investment

The need for investment in physical infrastructure; roads, fences and the LCS is evident. Less obvious is the need to invest in the landscape itself. The quality of both wildlife habitat and sports surfaces decline without agreed management plans.

- The LCS was built in 1961 under the Greater London Council (GLC) prior to the creation of LBHF. Although the LCS is reasonably well used it runs at a significant loss and the repairs required are beyond what LBHF can afford. Its future is uncertain.
- Other assets, besides the open space itself, include; the pony centre, cottage, depot and car park. Mostly valued as a nominal £1 due to the restrictions placed on the use of the land and its disposal. The car park is an exception; it is a tangible asset that produces the Trusts main source of income.

Objectives 2.3.5	
Develop within Phase 1	<ul style="list-style-type: none"> Develop AEM works that increase the Biodiversity value of the Scrubs

(AEM Works)	
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Develop Masterplan within the recommendations of the CMP and the charitable objectives of the Trust and consider what issues and risks cannot be covered by AEM funding. • Engage with the LCS Masterplan. Management plans for the scrubs and LCS are likely to remain independent but must respect the CMP and maximize opportunities to share resources and facilities. • Ensure maximum value for the general park user is obtained in any redevelopment e.g. café or community meeting room, changing rooms for grass pitches, ecology centre, playground and general park improvements etc.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Phase 2 of masterplan should consider risk to existing income sources, need for Capital works, options to increase income and reduce expenditure and explore opportunities for match funding partnerships and longer term CIL or S106 monies to invest in the Scrubs. • Ensure license, income/rent, access arrangements, community benefit is clear for third party us i.e. Pony Centre, BMX Club, Depot, LCS.

2.3.6 No Biodiversity Management Plan

Management Plans for Sport and Recreation will need to be developed but a Biodiversity management plan will be developed first as the funding has been agreed. A previous biodiversity management plan by Groundwork in 2003 had a part time nature conservation officer post which is no longer funded. Habitats created in the 1990's no longer have the same qualities as the design intention. LWT surveys in 2016 and 2017 demonstrate the need for regular, ongoing, active management to maintain a mosaic of habitats to benefit the widest range of wildlife.

Objectives 2.3.6	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Complete CMP, Masterplan and management plans by appointed consultant. • Remove knotweed from the northern boundary and carry out other ecological enhancements with HS2 funding.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Work closely with ID Verde to identify improvements within existing resources • Work with ID Verde on the new management plans and retender Grounds Maintenance in 2021 with

	<p>biodiversity as a key deliverable. Including training on wildlife maintenance techniques for staff and volunteers.</p> <ul style="list-style-type: none"> • Work with stakeholders to identify volunteer projects • Work towards a Green Flag award which will recognise the economic and environmental sustainability of our ecological management
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Maximise the Biodiversity benefits of Sports and recreation phases

2.3.7 Management of the AEM Works

LBHF has entered into an agreement with HS2 to provide Alternative Ecological Mitigation (AEM) on Wormwood Scrubs. The mitigation is to balance loss and disruption of ecology during the construction of the new HS2 line from London to Birmingham. HS2 initially planned a large wetland habitat but this was thought unsuitable due to the generally sloping site and the value of existing wildlife habitats. Alternative proposals put forward by LBHF have been agreed in principle as; Scrapes and wetland, Heathland (Acidic grassland), Hedge planting, Woodland improvements, Enriched grasslands and a new habitat for northern boundary once knotweed has been removed. The Phase 1 habitat survey (LWT 2016) has confirmed these works are likely to have positive impacts on habitats for those protected species considered.

Objectives 2.3.7	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Appoint consultants to Design, tender and manage the implementation of works to maximise habitat improvement for biodiversity. • Understand the implications of base level (Year 0) survey information and measure habitat improvement at 2,5,7 and 10 years • Ensure any works prior to the AEM works; knotweed removal, the sewer realignment minimise impact on biodiversity.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Ensure Parks projects reflect the fact that Major AEM works will follow e.g. plans to address flooding at the pony centre.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Ensure Subsequent phases build on the management plan established by the AEM works including if appropriate additional biodiversity opportunities.

2.3.8 Access to Biodiversity versus pressure on sensitive habitats

Access to nature has positive impacts on all aspects of wellbeing but compaction at popular entrance points leaves the ground muddy and waterlogged in the winter. Some paths are uneven and potholed. This deters use of the Scrubs and could be considered a barrier under the DDA act 2005. There is also evidence that increased use is not a good outcome for Biodiversity. The LWT 2016 survey indicates that the quality of habitat is in decline and local reports indicate meadow pipits (ground nesting) did not breed on the Scrubs in 2017. The causes are probably a mixture of increased and unrestricted use of the Scrubs and a lack of ecological management. The development of OPDC and White City will mean more people using the Scrubs. Without action the habitat will decline further.

Objectives 2.3.8	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Explore where better access can be provided for the enjoyment of nature but block access to sensitive areas e.g. by hedge planting. • Make the evaluation and protection of natural habitat a priority in any development e.g. sewer realignment or LCS, or adjacent, redevelopment.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Explore potential of Good Growth project with OPDC • Provide signage to explain what we are doing and develop a Scrubs 'house style' for wayfinding (informational, directional and interpretive signage) including, bollards and other furniture. • Establish clear vehicular management and barriers to limit access
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Develop biodiversity links with other green spaces as walking routes. • Ensure key routes proposed by OPDC and 'improvements' suggested through S106 or CIL do not compromise the objectives of the CMP and Biodiversity management plan.

2.3.9 Immediate Development Pressure

HS2 have proposed to re-route the Stamford Brook sewer through the northern boundary of the Scrubs during the summer of 2019. The protected species report (LWT 2017) states these works may affect reptiles and birds in the most ecologically rich section of the Scrubs. Currently the railway embankment has high wildlife permeability with the rest of the scrubs enhancing the ecological value of the LNR's construction areas or roads may cause habitat fragmentation.

Objectives 2.3.9	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Work with HS2 in exploring alternative routes for the sewer, demanding method statements to protect habitats during construction, agreeing appropriate mitigation for disturbance of this habitat. • Work with HS2 to produce a stakeholder framework and ensure that the temporary loss of this area is understood and pressure avoided on adjacent areas.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Work with developers on the hospital or other adjacent sites. Requests for access or compounds on parts of the Scrubs should secure benefits for the masterplan.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Work with developers of subsequent phases of masterplan to secure mitigation during construction and further long-term benefits for biodiversity.

2.3.10 Future Development Pressure

HS2 and Crossrail create a new transport hub. The Old Oak and Park Royal Development Corporation (OPDC) act as planning authority for the Scrubs, but not LCS. The OPDC local plan describes the Scrubs as an *'important ecological asset'* but there are concerns that limited open space within the regeneration area and ill-considered access from the development could significantly harm this asset.

Objectives 2.3.10	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Work with OPDC and the local community to protect the character and biodiversity of the Scrubs, <i>"more wild than tamed"</i> rather than changing its character.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Work with OPDC and LBHF Planning to minimise the impact on wildlife from high rise buildings, light pollution and new access points. • Work with OPDC to; predict visitor numbers, direct to appropriate access points, create green links and plant more trees and hedges as protection.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Direct new access routes away from sensitive areas. Explore options to fund additional works within the management plan.

3.0 Who are the likely Stakeholders

The Council is backing a campaign to make London a 'National Park City'; protecting green spaces and helping Londoners better connect with nature, and the new Health and Wellbeing Strategy shows that access to good and varied leisure activities is proven to support; good mental health for all, children and their families to be healthier, and reversing the rising numbers of acquired long term health conditions. This increased awareness of the value of open space requires stakeholders (Londoners) to get involved in projects and this section aims to identify:

- Who the stakeholders are for this project
- How stakeholders can engage with the project

The project is currently managed by the Wormwood Scrubs Development Manager (WSDM) employed by LBHF until a project team is formed. Client officers from HS2 and the WSDM have met on a regular basis to agree a way forward using this PID.

3.1 Project Team.

A project team should be established to:

- Provide direction to WSDM and proposals to the Project Board
- Facilitate the development of this PID
- Create a Service Review Team (SRT) to produce a procurement strategy for the appointment of Consultants and Suppliers
- Create a Tender Review Panel (TAP) for contract management through captalesourcing
- Agree contract documents and formalities
- Develop a risk register and budget monitoring protocol
- Receive project reports
- To ensure community engagement
- Ensure compliance with council guidelines and legislation
- Ensure proper records are retained

The project team will include:

- WSDM or nominated contract manager
- Clientside Officers
- Relevant stakeholders
- Relevant professionals (legal, financial, procurement, IT, HR)
- Additional expertise and consultants as required

3.2 Client Bodies

It is anticipated that officers/members of client bodies will form the core Project team and Project Board. Identified Client bodies are:

3.2.1 The Wormwood Scrubs Charitable Trust (WSCT)

WSCT has management responsibility for the Scrubs. The Council is sole corporate trustee. The WSCT Committee (three councillors and two non-voting co-opted members has responsibility for managing the Trust with the Council, ensuring it achieves its charitable objectives. WSCT has no directly employed staff

- The quarterly committee meeting of this trust could be an appropriate **project board** to validate decisions and challenge/approve the work.

3.2.2 London Borough Hammersmith and Fulham (LBHF/The Council)

Trustee of WSCT. Operator of LCS. Planning Authority for those parts of the Scrubs not within the OPDC e.g. the LCS. Responsible for grounds maintenance and community safety (Parks Police) contracts on the scrubs. Responsible for the development and delivery of the LBHF Open Spaces Strategy including Wormwood Scrubs.

- Council Officers would provide valuable experience for the project team

3.2.3 HS2

High Speed 2 Bill approved the London To Birmingham route. An Agreed ecological mitigation scheme must be implemented by the council in agreement with HS2 who are the funder (Client body) for the current works planned for the Scrubs.

- Regular Client meetings between the project team and HS2 are anticipated as HS2 must approve the works at various stages.
- Currently these meetings are proposed as separate from the project team meetings and the Board meetings.

3.2.4 Ministry of Defence (MOD)

The Ministry of defence retains right of access to the scrubs for military exercise and rights of approval for proposed works. It is unknown what interest MOD now have in the scrubs

- Contact should be made with the MOD to confirm any interest in the project

3.3 Primary Stakeholders

Primary Stakeholders are defined as groups with an active interest in the development of the scrubs. Their engagement in community consultation should be considered essential. Those identified are:

3.3.1 The Old Oak and Park Royal Development Corporation (OPDC)

Full Planning powers over the OPDC area which includes most of the Scrubs but not LCS from 1st April 2015. Essential stakeholder to explore opportunities and threats within local plan. Draft Local Plan was re-examined by public in early 2018 has many implications for the management of the scrubs

- Regular meetings between LBHF/Project team and OPDC are anticipated

3.3.2 The Friends of Wormwood Scrubs Park Association. (FWSPA)

Charity with constitution to protect and conserve the scrubs in accordance with the Act. An association claiming 3,000 supporters. An essential stakeholder for community involvement if representative.

- Two friends currently attend the WSCT Committee meeting as non-voting co-opted members. No regular meetings between LBHF and FWSPA at present

3.3.3 User groups

No groups yet identified and likely to range from individuals to formal groups. Could include; parkrun, model aircraft enthusiasts, footballers or birdwatchers. Essential stakeholders for Community involvement.

- User surveys are required to identify and engage them with proposals

3.3.4 The Linford Christie Stadium (LCS).

Home of Thames Valley Harriers, (Lease on Athletics Clubhouse) and Kensington Dragons (Lease on Football changing rooms). Operated by LBHF including staffing. WSCT makes contribution to running costs. Other clubs include Chiswick Hockey and many Schools. Essential stakeholder to explore opportunities for shared resources and facilities. Options appraisal is underway to consider long term viability as a community resource for health and wellbeing.

- Need to remain engaged in the Options appraisal and proposals

3.3.5 IDVerde UK

Acquired Quadron Services Ltd in 2016, the term contractor for grounds maintenance services at the Scrubs. Contract is with LBHF and was extended in 2015 to 2021. The depot is included within contract for borough wide use. Essential stakeholder to explore current and potential management.

- Current engagement is through regular GM meetings. No change proposed at present.

3.4 Tenant Stakeholders

These stakeholders have an active interest in a part of the scrubs through their lease. Their engagement in community consultation is desirable. Identified stakeholders are:

Thames Valley Harriers, (Lease on Athletics Clubhouse)

Kensington Dragons (Lease on Football changing rooms).

The Wormwood Scrubs Pony Centre. (Lease)

BMX No Lease yet agreed. BMX track implemented 2016/17.

Old Oak Community and children's Centre (Adjacent Muga is used by them but not in their lease)

The Kensington Aldridge Academy School Temporary lease of Redgra area in July 2017 following the Grenfell Fire.

- Opportunities for engagement and consultation need to be explored beyond discussions around lease

3.5 Secondary Stakeholders

No contact has yet been made with these groups who are based locally and may or may not have an interest in the Scrubs. A community engagement strategy is required to fully engage user groups and non- user groups following the user surveys. Potential communities to involve might include:

Residents

- Old Oak Housing Estate
- East Acton Housing Estate
- Other local residents

Employment

- Wormwood Scrubs Prison
- Hammersmith/Queen Mary's Hospital
- Network rail Crossrail
- Other local business's

Education

- Old Oak Primary School
- Ark Burlington Danes Academy
- Woodlane High School
- Other Local Schools
- Specialist interest Groups who are not currently users

3.6 Funding agencies

Several agencies have been involved in the past or been involved with similar projects. They could offer expertise and potential funding to increase potential of the project and might include:

- English Nature
- Groundwork
- English Heritage
- Blue Sky

3.7 Consultants

Consultants will need to be appointed to:

- provide the necessary ecological and landscape design service for project delivery.
- Provide expert advice to the project team and the project board.
- Transfer knowledge direct to the project team through project updates and contract management tools.
- Access ideas and concepts form related projects and experience.
- Reduce risk to the delivery speed of the project by having a '*project focus*' not distracted by '*day to day management*'.

3.8 Engagement of Stakeholders

Consultants will be appointed by LBHF with the agreement of HS2. Part of their role will be to produce an engagement strategy for stakeholders for the AEM project works. The scope of their work is further defined in the Consultants brief.

4.0 Programme

This programme is for the AEM works only. An overall masterplan programme should also be developed but this will be at a high level until detailed programmes are developed for sport and recreation.

4.1 The Agreement

This programme is driven by the Agreement between The Sec. of state for Transport and the Mayor and Burgess of the London Borough Hammersmith and Fulham relating to High Speed Rail (London West Midlands) Bill and ecological mitigation for wormwood scrubs (The Agreement) dated 20th October 2016. This requires the approval of the following by HS2:

- A Design Timetable
- Detailed Draft Proposal
- Specification
- The Contractor

4.1.1 Design Timetable

The timetable included in the Agreement as an appendix is set as follows:
Stage one.

(A) Scoping and conducting Phase 1 Habitat Survey. *Completed* before bills Royal assent 23rd February 2017.

(B) Commission further detailed ecological surveys: *In Progress*

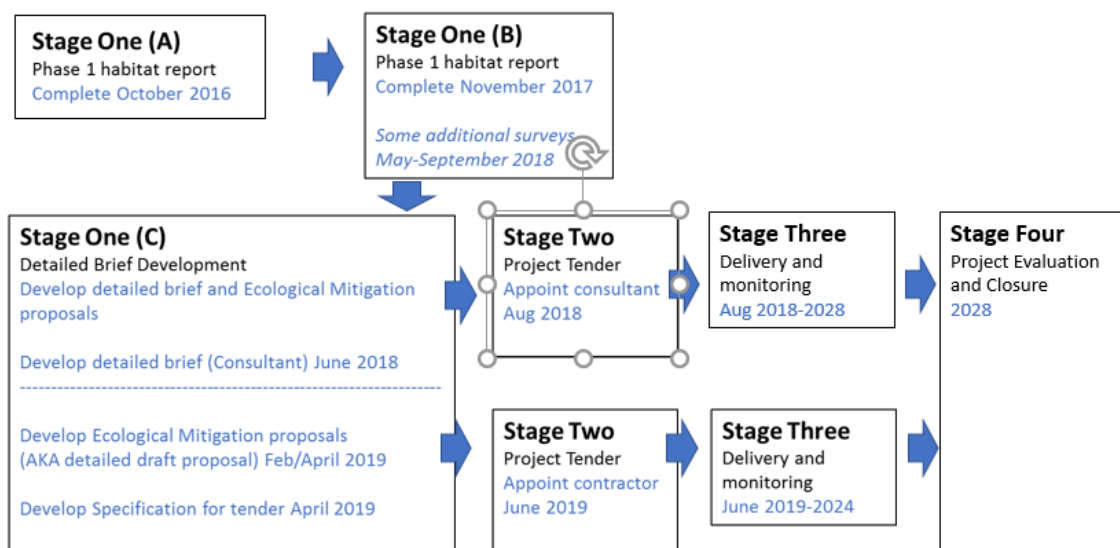
(C) Detailed Brief Development to produce Detailed Draft Proposal: *In Progress*

Stage two. Project Tender including development of specification and Tender.

Stage Three. Programme delivery (AEM Works) and monitoring

Stage four Project Evaluation and Closure

Fig 3 Illustration of Design Timetable



4.1.2 Detailed Draft Proposals

During Stage 1 (C) a brief for the appointment of Consultants to develop the detailed draft proposals (DDP) has been agreed with HS2. The DDP will:

- Have Planning permission (if required)
- Include mitigation of Stamford Brook Sewer realignment
- Include a programme
- Include a cost estimate
- Include any required surveys and design work
- Have proposals for implementation and maintenance
- Have approval of HS2

It is assumed that the Detailed draft proposal is equivalent to RIBA stage 3 and that if planning permission is required this will be obtained before requesting the promotor to approve the AEM. This is set out in the detailed AEM programme

4.1.3 Specification

On approval of the DDP HS2 will notify the Council to implement the AEM Works (Stage 2). This will entail developing a Specification to be agreed by HS2 which can be used to tender the works for implementation and maintenance. It is assumed that the specification is equivalent to RIBA stage 4.

4.1.4 Contractor

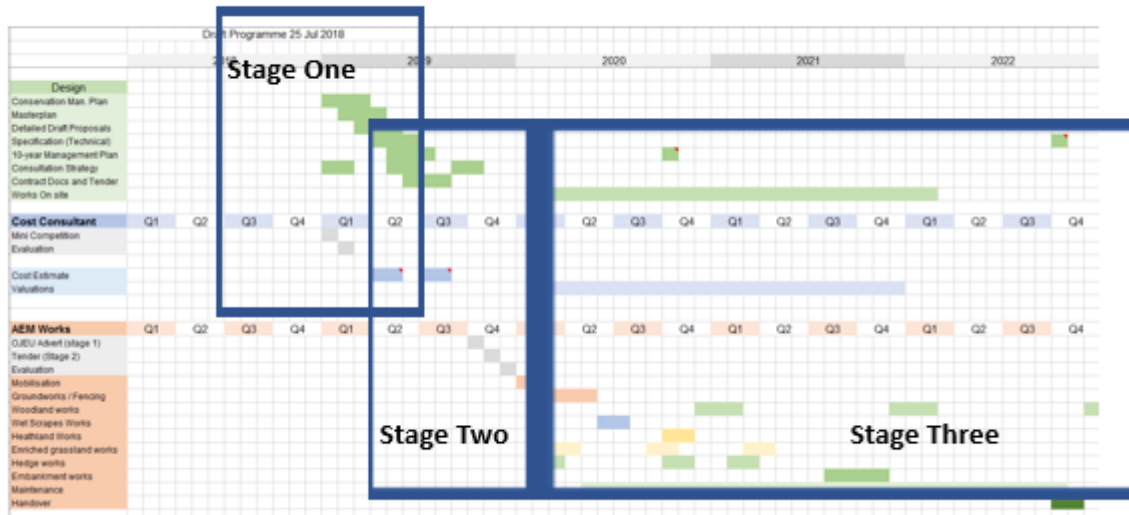
Tenders shall be received on the agreed specification. Tenders shall separate the costs of implementation and maintenance. Maintenance of the AEM shall be for a period of no less than 10 years. HS2 shall approve the council's choice of contractor ending Stage 2

4.2 The AEM Programme

Further to Design Timetable (Figure 3) a more detailed programme has been developed for the AEM. It includes the following assumptions:

- Cabinet approval for procurement of consultants obtained Oct 2018
- Most of the AEM works are seasonal
- Specification may need to be developed prior to planning permission to allow AEM works to proceed without too much delay.
- Grassland and Hedge works will have to wait until sewer works are completed
- Embankment works cannot start until Knotweed clearance is complete.
- Programme will be developed with contractor

Fig 4 Illustration of Design Timetable and AEM Programme



4.3 Management Plan

The management plan will be an evolving document being influenced by the baseline surveys, the impact of AEM and other projects and changes in other factors such as; climate, funding, visitor numbers and social factors.

It is expected that a draft plan will be included in the DDP, with annual reviews 2019-2029, Repeat baseline surveys at year 2,5, and 7 and a final report and hand over at the end of the ten-year period.

4.4 Other works and strategies

Several other programmes might influence the AEM including:

- Communications Plan and H&F Strategies
- Knot weed removal commences June 2018 (four-year programme)
- Stamford Brook Sewer realignment planned for Summer 2019
- Management of the LCS
- Retendering Grounds Maintenance
- Management of the Hospital sites
- OPDC Development
- Management of Wormwood Scrubs Prison.
- Success of White City Redevelopment area

5.0 Budget

5.1 Current LBHF Budget

The Scrubs, including LCS, is managed by LBHF on behalf of the WSCT. The Proposed Annual Budget for 2018/19 is £770,325.

- The major expenditure is grounds maintenance (GM) including LCS.
- The major regular income is from the car parks.
- A net Resource of £19,354 is predicted which will be added to unrestricted funds.
- Current unrestricted funds for 2017/18 is £515,243
- This cash balance can be used for non- routine maintenance or capital improvements to the Scrubs.
- This budget does not include any of the AEM Works.

5.1.1 Major Expenditure

The trust pays the council a sum to cover GM services for the scrubs and the running costs (staff, repairs, water bills etc) of the LCS.

- GM services are carried out by IDVerde whose contract is with the council
- LCS Services are run in house by the council including the budget for all costs and income.

5.1.2 Regular Income

The use of car parks provides significant regular income. Income could be increased by exploring;

- Better access, layout and maximising space of car parks
- Other land uses. Currently the major events space (The Redgra) is occupied by KAA school which excludes events but results in rent of £280,000 per annum. Other land uses only pay a peppercorn rent
- An Events Policy needs to be agreed by the Trust.
 - Events are managed by the events team who receive no income from this consequently it is not a priority for them.
 - There are opportunities for major events such as a pop festival but the appetite of the Trust and public for this kind of event is unknown.
 - Filming/Events income is currently budgeted at £99,000 per annum

5.1.3 Cash Balances

Cash Balances have been identified to carry out Capital improvements/repairs including:

- Repair/Removal of the Artillery wall
- Repairs/upgrades to Car parks
- Repairs to footpaths

5.1.4 Other funding

There are a number of other mechanisms to fund capital improvements. It is anticipated that other phases of the project will require resources outside the current Scrubs budget. The AEM Works Capital improvements are funded by HS2 and are currently the only funded works being considered in detail.

5.2 The AEM Budget

This budget is separate to the above considerations although decisions made there such as long-term management budgets and the future of the LCS will influence the success of the AEM works.

The Agreement sets out the agreed costs for the AEM works as £3,885,657. There is scope to increase this if the contractors tender (in accordance with the agreed specification) exceeds this figure and the costs are considered reasonable by HS2.

Currently budgets have been set for:

Project Management (LBHF staff costs)	£ 781,129
Project Management (Consultants)	£ 782,000
Biodiversity Surveys	£ 278,244
AEM works (including maintenance)	£1,559,727

Expenditure will be confirmed on an annual basis, a forecast will be made for the following year and a ten-year forecast for the anticipated project duration.

6.0 Associated Documents

6.1 The Agreement

This legal document sets out the responsibilities of HS2 and the Council to deliver the AEM works

6.2 AEM Risk Tracker

A Risk Tracker will be updated monthly at the Project team meeting. Opportunities will be added to the Risk Tracker as they are identified

6.3 AEM Programme

This has been developed from the Design timetable within the Agreement. It will be updated as required in particular on the appointment of the main consultants and contractors

6.4 AEM Expenditure forecasts.

A ten-year forecast has been made for the anticipated 10-year project duration. A more detailed forecast is also made for the current year which is updated monthly. Final Expenditure for the past year will be confirmed on an annual basis at year end.

6.5 Design Consultants Brief

This document is being developed to aid the procurement process

6.6 Councils Standing Orders

The appointment of Consultants and Suppliers will be in accordance with the councils Standing Orders. These standing orders reference the Public Contracts Regulations 2015 and are supplemented by the council's financial regulations and purchasing guides.