

# Wormwood Scrubs Charitable Trust Committee Agenda

Wednesday 15 December 2021

6.30 pm

Online/Remote

## MEMBERSHIP

Administration
Councillor Alexandra Sanderson (Chair) Councillor Helen Rowbottom Councillor Belinda Donovan
Co-optees
Miriam Shea Stephen Waley-Cohen

**CONTACT OFFICER:** Amrita White  
Clerk  
☎: 020 8753 2094  
E-mail: [amrita.white@lbhf.gov.uk](mailto:amrita.white@lbhf.gov.uk)

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<https://youtu.be/Zg8WnI4abXE>

Date Issued: 07 December 2021

# **Wormwood Scrubs Charitable Trust Committee**

## **Agenda - 15 December 2021**

<b><u>Item</u></b>		<b><u>Pages</u></b>
<b>1.</b>	<b>APOLOGIES FOR ABSENCE</b>	
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b>	
	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	
<b>3.</b>	<b>MINUTES OF THE LAST MEETING</b>	<b>4 - 10</b>
	<p>To approve as an accurate record, the minutes of the meeting held on 8<sup>th</sup> September 2021.</p>	
<b>4.</b>	<b>ANNUAL REPORT AND STATEMENT OF ACCOUNTS 2020/21</b>	<b>11 - 60</b>
	<p>This report presents the Wormwood Scrubs Charitable Trust Annual Trustee's Report which includes the draft 2020/21 financial accounts (Appendix A).</p>	
<b>5.</b>	<b>MANAGER'S REPORT</b>	<b>61 - 83</b>
	<p>The Committee is asked to approve and note all matters in the report.</p>	
<b>6.</b>	<b>PARKS COMMISSION REPORT</b>	<b>84 - 237</b>
	<p>This is a covering report accompanying the final report and recommendations of Hammersmith &amp; Fulham's resident-led Parks Commission (Appendix A).</p>	

# Wormwood Scrubs Charitable Trust Committee Minutes

Wednesday 8 September 2021

## PRESENT

**Committee members:** Councillors Alexandra Sanderson (Chair) and Belinda Donovan

**Co-opted Members:** Stephen Waley-Cohen and Miriam Shea

**Advisors to the Trust:** Stephen Hollingworth (Trust Manager), Neil Thurlow, Carmen Lomotey and Ahmad Rafique

Amrita White (Clerk)

This meeting was held remotely. A recording of the meeting can be found at:  
<https://youtu.be/VLziBh7pVPA>

## 1. APOLOGIES FOR ABSENCE

Apologies for absence were received Matt Rumble, Heather Marsh and Councillor Helen Rowbottom

## 2. DECLARATIONS OF INTEREST

There were no declarations of interest

## 3. MINUTES OF THE LAST MEETINGS

### **RESOLVED:**

That the minutes of the meeting held on 3<sup>rd</sup> August 2021 were approved.

## 4. MANAGER'S REPORT

Steve Hollingworth, Advisor to the Trust, presented the report.

### **Update on Kensington Dragons Grant Agreement**

Steve noted that the funding agreement between the Wormwood Scrubs Charitable Trust and Kensington Dragons Football Club Limited had now been completed. This was to award grant funding of £250,000 for the Club to contribute to the delivery of upgrading and providing new sports pitches and circulation areas on the Trust`s property at the Linford Christie Stadium.

### **HS2 Bill Alternative Ecological Mitigation -Master Plan**

Steve noted that a brief for a specialist in community engagement had been drafted and a revised programme for the Biodiversity Masterplan had also been

drawn up. This showed the consultation taking place over several months, to enable a full and in-depth consultation with residents. A revised Masterplan was proposed to be presented for final approval at the June 2022 Committee. There was a risk that HS2 would not fund further consultation and engagement. The funding agreement for the Alternative Ecological Mitigation did not mention community consultation or any other works apart from ecological enhancements. Nevertheless, HS2 had funded a limited programme of consultation with residents and agreed that interpretation signage could form part of the project.

HS2 had indicated that if a rationale or business case was presented to them, setting out the need for further consultation, they may be prepared to fund engagement to develop a vision for Wormwood Scrubs which reflected the needs of local people.

The Chair felt that the original consultation exercise lacked sufficient engagement with local people. A large number of residents had submitted their feedback on their vision for the Scrubs. Therefore, she felt that it was vital to reopen the consultation process to gather further feedback and capture the views of the residents, noting that the execution of a robust engagement plan would play a key part of this exercise. This could then feed into the revised Masterplan,

Stephen Waley-Cohen (Co-opted Member) expressed his concerns on the delay of the project timetable and asked the Trust advisors to explore options on how this could be brought forward by Spring 2020 if possible.

Miriam Shea (Co-opted Member) enquired what the total cost of the consultation would be to the Trust if HS2 were unable to fund it. In response Steve explained that the full costs were unknown until the tender exercise had been completed. However, these costs were expected to be around £10k or less.

*The Committee unanimously agreed this recommendation.*

### **HS2 Update**

Steve provided an update and noted that HS2 had now secured access from Old Oak Common Lane and had started the construction of the UTX site. However, there had been a delay to their programme. He updated members on the current timetable and provided an overview on the following key areas, future access point for utilities, easements, temporary trackway from Braybrook Street, BT Manhole, and clarification on the compulsory purchase order. It was noted that a letter had gone back to HS2 seeking written assurances that the land would be returned to the Trust and to clarify further through detailed drawings, the area of small land they were referring to for the layby and footpath.

Miriam Shea (Co-opted Member) suggested that any vehicular access points that were occupied by HS2 should have retractable bollards to ensure that unauthorised vehicles were unable to access the Scrubs via these points.

Stephen Waley-Cohen (Co-opted Member) commented that the Friends of the Scrubs were concerned about the winter foot traffic on the route between the northern side of the meadow and the embankment, having lost the secondary route closer to the embankment to the HS2 enclosure. Therefore, he enquired if



the current track adjacent to the fence line of HS2 could be created as an additional useable route during the winter months by clearing out the bramble. In response Steve commented that he would discuss this matter with HS2.

**Action: Steve Hollingworth**

Members discussed the matting arrangements on the temporary trackway from Braybrook Street. The Chair noted that further discussions were required with residents and The Friends of the Scrubs before a decision on whether to remove or retain the matting along the trackway could be made.

### **Protestors**

Steve noted that following the fire at the second camp on Monday 23<sup>rd</sup> August, letters were delivered to the protesters asking them to vacate the land and a court order for possession of the land had been applied for.

### **Community Safety**

Neil Thurlow, Advisor to the Trust gave a presentation on the role of the Law Enforcement Team (LET) and provided a summary of the key points. It was noted that the Council approved the creation of the LET on the 7th December 2020. The objectives and core duties of the Team were summarised. The Team was uniformed and carried out high visibility patrols and provided 24-hour coverage.

Ahmad Rafique commented that he was a Senior Law Enforcement Officer (LEO) at the Council and managed the North Team. It was noted that the LEO's had been patrolling the Wormwood Scrubs on a daily basis engaging with the visitors, walkers, event organisers, public gym users, stakeholders, etc. He provided an overview of the safeguarding work that had been carried to reassure the public.

The Chair said that it would be useful to have breakdown of the LET's roles and responsibilities and how these were separate to the Metropolitan Police, including the response times so that the public would know who to contact when this was necessary.

**Action: Neil Thurlow**

Councillor Belinda Donovan commented that she was very impressed with the objectives of the service and suggested creating fridge magnets or stickers incorporating the Team's contact details to help publicise its work.

Stephen Waley-Cohen (Co-opted Member) noted that the Trustees and The Friends of the Scrubs had not yet engaged with the Team or seen the presence of the officers on the Scrubs. Therefore, he felt that further engagement work needed to be carried out by the Team to ensure that they were working closely with the users of the Scrubs. In response Ahmad Rafique noted that he would contact the Co-opted Members to set up a Zoom meeting or a site visit with the Trustees.

Miriam Shea (Co-opted Member) raised an enquiry regarding people cycling across the Scrubs and creating their own cycle routes. She felt that cycling should only be permitted on the existing quiet way tracks. Neil Thurlow asked Miriam

Shea to engage with Ahmad Rafique after the meeting and provide further details regarding this matter.

**Action: Ahmad Rafique**

### **Park Lodge**

Steve noted that consultants were approached to provide costs for a further option of a single storey building with refreshment kiosk or small café, classroom facility and public toilets. They had requested a fee of £1,950 to progress this to feasibility stage.

Members felt that the projected costs were thought to be high and requested that other options be explored to find a cheaper alternative that was more suitable for the Trust.

**Action: Steve Hollingworth**

### **Catering Concession**

Steve noted that progress was being made on a lease for a catering concession run from a van in the WSCT car park.

### **Grounds Maintenance and Site Management Update**

#### Footpath surfacing trials

Steve noted that the sandy loam had been spread along several well-trodden routes as a trial to mitigate for the wet conditions on the Scrubs during the winter months. Bark chippings continued to be spread to woodland footpaths.

#### Meadow signage

Steve noted that the Parks team proposed to remove the signs requesting people not to access the meadow area, as the bird nesting season had ended.

#### Traffic management

Steve noted that the Traffic management to the access road from Scrubs Lane had been a long-standing problem and this situation had worsened since now the site was receiving increased use. A quote of £63,131 had been obtained from a reputable security specialist for a new traffic management system, consisting of rising bollards. The system would include CCTV and cloud storage of operational data. A maintenance package could also be provided at the cost of £1,630 per annum, and it was advised that this be included in the works.

*The Committee unanimously agreed this recommendation.*

#### Depot Wall

Steve noted that a serious health and safety situation had arisen at the Council depot, where a section of the wall adjoining Burlington Danes Academy had developed movement cracks near the base. A structural assessment concluded that the wall was in a dangerous condition and required urgent demolition. A timber hoarding would be erected to secure the site boundary. The cost of demolition and rebuilding is likely to total around £40k.

*The Committee unanimously agreed this recommendation subject to officers exploring cheaper alternatives for the cost of rebuilding the depot wall.*

### **Signage**

Steve noted that quotes had been obtained for noticeboards, suitable for installation at entrance points to Wormwood Scrubs. The cost for supply and installation for three timber framed, lockable, noticeboards was £5,500. The Committee had previously approved funding for signage and these noticeboards would assist in reducing the incidence of posters and other notices which had not been approved by the Trust.

The Chair requested that the proposed noticeboards be circulated to Committee Members for review and feedback purposes.

**Action: Steve Hollingworth**

### **Network Rail Depot**

Steve noted that further details were obtained on the proposed Network Rail compound on North Pole open space. The site was requested for storage and parking between September 2021 and May 2022, although this timetable seemed likely to slip as Planning consent was also required for a Highway crossover point and this had not been submitted as of the end of August. The compensation offered for the site was not generous and the Chair requested that this request was refused to avoid further disruption to residents, who had already suffered 18 months use of the site by a utility company.

Miriam Shea (Co-opted Member) enquired if the previous utility company had paid rent and whether this income was credited to the Trust. In response Steve noted that he would investigate this matter and circulate a response the Committee in due course.

**Action: Steve Hollingworth**

### **Procurement of a new Ground Maintenance contract**

Steve noted that following a negotiation stage which involved subgroup members, final tenders had been invited to be returned on the 15<sup>th</sup> September. A final decision had been agreed by the Council to tender externally for Housing and this decision had resulted in a delay to all final stages. The tender results would go to the Contract Assurance Board (CAB), in October where a recommendation would be made on the winning tenderer(s).

Members discussed the key points and requested that a special meeting be held in early November 2021 to discuss the winning tenderer(s) once this had been considered at CAB.

**Action: Amrita White**

### **Play Equipment Braybrook Street**

Steve noted that the consultation had been carried out with children from Old Oak Primary School and a quote obtained for new play equipment. A grant application to the HS2 community and environment fund had now been submitted. The timescale for a decision on funding was around two months.

### **Weekend Parking Charges**

Steve noted that the introduction of weekend parking charges was in hand but had been slightly delayed. A traffic order had been drafted and was expected to be operational in around 6 weeks.

The Chair requested that the Committee be notified when the parking charges were operational.

**Action: Steve Hollingworth**

### **Thames Valley Harries Clubhouse at Linford Christie Stadium**

Steve noted that the club house used by Thames Valley Harriers (TVH) was in need of repair and the club was proposing an internal refurbishment and a small extension. TVH would provide funding for these works and were asking for approval from the Trust to continue to develop the proposals which were supplied as Appendix 2 to this report.

Members discussed the key points and noted that further detail needed to be provided on TVH's proposals relating to the size of the extension and confirmation on Planning matters. Therefore, the Committee approved that TVH continued to explore options for the new clubhouse at this stage and requested that further information be brought to the next Committee meeting for the approval of clubhouse improvements.

**Action; Steve Hollingworth**

### **Events**

Steve noted that no authorised events had been held at the Scrubs during the Covid-19 pandemic.

### **Audit and Accounts**

Steve noted that at the last meeting the Trust approved, the re-appointment of MHA Macintyre Hudson as external auditor for the financial year 2020-21. The current plan was for Trust Accounts and Annual report to be presented by the December 2021 meeting of the Trust.

### **Review of Pony Centre Income**

Steve noted that the arrangement for the Pony Centre had been reviewed. The rental income is currently credited to the Council accounts (up to the year of account 2019/20). Historically the rental income was for a nominal sum however since October 2016 there had been a series of stepped increases in rent. On the proviso that the Trust recognised and accepted the responsibilities associated with the Pony Centre lease, namely through a recharge of relevant landlord costs from the Council to the Trust (which, ongoing, would be anticipated to be trivial), the associated income could reasonably be credited to the Trust moving forwards (with effect from the 20/21 accounts).

The Chair requested that a breakdown on the previous rental income from 2016 and the anticipated recharge costs to the Trust be circulated to the Committee.

**Action: Steve Hollingworth**

*The Committee unanimously agreed this recommendation and that the balance should be credited to the Trust.*

**Financial Forecast 2021/22**

Carmen, Advisor to the Trust summarised the financial forecast for the Trust for 2021/22 and gave a summary of the key points. The current forecast (as at 20th August 2021) is a 44% reduced deficit of £64,026, which is £49,651 better than budget. The main reasons for this were increased parking income and delayed Project Manager recruitment.

Miriam Shea (Co-opted Member) asked for further clarification to be provided on the progress for the recruitment of the Project Manager for the Scrubs. In response the Chair explained that Councillor Helen Rowbottom was currently reviewing the job description and an update would be provided to the Committee in due course.

**RESOLVED:**

That the Committee:

- Approved and considered an approach to HS2 on funding for further consultation on a Master Plan for Wormwood Scrubs.
- Approved funding for a new traffic management system and maintenance package
- Approved funding for the demolition and rebuilding of a section of wall between the depot and Burlington Danes school subject to officers exploring cheaper alternatives for the rebuilding of the depot wall.
- Noted the 2020/21 Financial Outturn as set out in section 16
- Approved the proposed treatment of Pony Centre income and associated responsibilities as set out in Section 17 subject to a breakdown of rental and recharge costs being provided to the Committee.
- Noted the 2021/22 Financial Budget as set out in section 18
- Noted all other matters in the report.

Meeting started: 18:30pm  
Meeting ended: 20:30pm

Chair .....

Clerk: Amrita White  
E-mail: [amrita.white@lbhf.gov.uk](mailto:amrita.white@lbhf.gov.uk)

# Agenda Item 4

<b>WORMWOOD SCRUBS CHARITABLE TRUST ANNUAL REPORT AND STATEMENT OF ACCOUNTS 2020/21</b>	
<b>15<sup>th</sup> Dcember 2021</b>	
<b>Report to Wormwood Scrubs Charitable Trust Committee</b>	
<b>Report Author:</b> Christopher Harris	<b>Contact Details:</b> Christopher.harris@lbhf.gov.uk

## **1. EXECUTIVE SUMMARY**

- 1.1. This report presents the Wormwood Scrubs Charitable Trust Annual Trustee's Report which includes the draft 2020/21 financial accounts (Appendix A).
- 1.2. The external auditors (MHA Macintyre Hudson 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 (Appendix B).
- 1.3. The external auditors require the Trust to approve a letter of representation (Appendix C).

## **2. RECOMMENDATIONS**

- 2.1. To approve the Trustee's Annual Report, attached as Appendix A.
- 2.2. To approve the 2020/21 financial accounts for Wormwood Scrubs Charitable Trust ("the Trust"), incorporated as part of the Annual Report (Appendix A to the Annual Report).
- 2.3. To approve the management representation letter (attached as Appendix B).
- 2.4. To note the contents of the annual risk assessment (contained in the Trustee's report on page 12).
- 2.5. To note that the accounts remain subject to change until the final audit opinion is issued and to delegate authority to the Assistant Director Leisure, Sport & Culture, Stephen Hollingworth in consultation with the Chair of the Committee, to approve any changes to the 2020/21 Financial Accounts, Annual Report and the management representation letter required as part of the finalisation of the audit process.

### **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 20 of the report. 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. MHA Macintyre Hudson have been appointed as the auditors of the financial statements for 2020/21.
- 4.4. MHA Macintyre Hudson have substantially completed the 2020/21 Wormwood Scrubs Charitable Trust and draft findings to Committee are included in Appendix B. It should be noted that these accounts remain "unaudited" until final sign off by the external auditor and may, therefore, be subject to change until that point. MHA Macintyre Hudson will consider and complete their final sign-off following the approval of the accounts by the Trust.

### **5. STATEMENT OF ACCOUNTS 2020/21**

- 5.1. The Trust delivered a surplus for the year of £48,984. This surplus is substantially underpinned by the additional income from the Kensington Aldridge Academy's occupation of the Scrubs.
- 5.2. The Trust started the year with an opening balance of £5,889,394. With the addition of the in-year surplus of £48,984, the year-end balance was £5,938,378.
- 5.3. The amount carried forward consists of unrestricted income funds of £938,377 and restricted 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 2018.

- 5.5. Further details on the financial performance 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 C.
- 6.2. MHA Macintyre Hudson's draft findings are included at Appendix B and final findings and final opinion on the 2020/21 financial statements will be issued once the letter of representation has been approved.

## **7. REVIEW OF BALANCES**

- 7.1. The Trust's balances have increased in recent years, mainly due to stability in pay and display parking income and the additional income from the Kensington Aldrige Academy (KAA). The Trust continues to closely monitor and scrutinise its income and expenditure due to temporary nature of KAA's occupation and the increased grounds maintenance costs resulting from annual contract inflation and the impact of the Covid-19 pandemic. 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 2020/21 risk assessment is contained in the Trustee's report on page 12.
- 8.2. The work has identified a number of 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.

## **9. LEGAL IMPLICATIONS**

- 9.1. MHA Macintyre Hudson 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.

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

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
1.	Charities SORP (FRS 102) Charities Act 2011	Stephen Hollingworth 07823 534 934	Clockworks

**LIST OF APPENDICES:**

Appendix A – WSCT Annual Trustee’s Report and draft Statement of Accounts 2020/21

Appendix B – Draft Audit Findings 202/21

Appendix C – WSCT Letter of Representation 2020/21

**Wormwood Scrubs Charitable Trust**  
**Trustee's Report and Financial Statements**  
**for the year ended 31 March 2021**  
**(Draft subject to final approval and audit**  
**opinion)**

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## **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 Wormwood Scrubs (the Scrubs) as '*... a cherished public open space and important ecological asset ...*'.

2020/21 saw some significant developments for the Trust:

- Delivering a financial surplus of £48,984 as it continues to benefit from increased rental income, albeit not all of which is expected to recur in future years.
- Continuing to provide the site for temporary buildings for the Kensington Aldridge Academy school in the aftermath of the Grenfell Tower fire.
- Engaging consultants to develop a £3.9m plan to improve biodiversity (funded by High Speed 2 (HS2)), consulting with the public and presenting masterplan proposals.
- Engaging in the development of the Old Oak and Park Royal Development Corporation Local Plan, to ensure it does not impact adversely on the Scrubs.
- Continuing 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**

The 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 hectares (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.

The Scrubs is a Site of Importance for Nature Conservation with areas designated as Local Nature Reserves including 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**

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

Responsibility for the management of the Trust rests with the Wormwood Scrubs Charitable Trust Committee (the Committee) which is constituted under the Council's constitution.

The Committee is charged with managing all the affairs of the Trust, improving focus and performance and ensuring it achieves its charitable objectives.

Under the Council's constitution, the Committee consists of three appointed Councillors; the Committee may also co-opt non-voting independent members. The Committee members for 2020/21 were Councillors Alexandra Sanderson, Helen Rowbottom and Belinda Donovan. There were also two non-voting co-opted members, Miriam Shea and Sir Stephen Waley-Cohen, both of whom are also members of the Friends of Wormwood Scrubs.

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 Smith, the Council's Chief Executive. Steve Hollingworth, Assistant Director (Leisure, Sports & Culture), is the officer responsible for the day to day running of the Trust. The Council's Director of Finance, Emily Hill, is the Trust's chief finance officer.

The Council's Standard's Committee provides advice and training for Councillors. Under the constitution, Councillors are required to accept a personal responsibility to take up such opportunities for training and development that may be provided by the Council to better to carry out their duties as effective members.

### **Objectives and Activities**

The Scrubs is the subject of a charitable trust created by the Wormwood Scrubs Act 1879. The Council 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 seeks to encourage sporting and recreational use of the 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 the 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 6 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.

### **Public Benefit**

The Trustee has referred to the Charity Commission's guidance on the public benefit when deciding the activities the charity should undertake. The charity provides public benefit by maintaining an environment to enable sporting and recreational use by the public.

### **Fundraising**

The Trust does not actively fundraise. The Trust does not contact or seek funding from the public or individuals, nor does it work with professional fundraisers

### **Working with the Friends of Wormwood Scrubs**

The Trust continues to work closely with the Friends of Wormwood Scrubs and two of its members are co-opted onto the Committee as non-voting members. Regular contact has been maintained with the Friends of Wormwood Scrubs throughout the year and the Trust

and those involved in the day-to-day management of the site welcome their updates in terms of observations and views on works required.

The Wormwood Scrubs Development Manager worked with the Friends of Wormwood Scrubs to develop proposals for the £3.9m biodiversity improvement project and in the identification of general management issues on a day to day basis.

## **High Speed 2 (HS2)**

### **HS2 Bill – Environmental Improvement Works**

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

Land Use Consultants (LUC) collated information on the significance and use of the Scrubs to produce a Conservation Management Plan (CMP). This was used to inform the public and in consultation. Design proposals were developed over Autumn 2020 and Spring 2021 and were presented to a Committee subgroup in March 2021.

### **HS2 Bill – Stamford Brook Sewer Realignment**

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

A variation to HS2's consented access route across the Scrubs was granted Planning consent in January 2021. This will limit ecological damage by providing a shorter and less ecologically sensitive route. A legal agreement is in place to protect and reinstate the ecological habitats in this process.

Works to re-route the sewer and utilities equipment are planned to start in Summer 2021.

## **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 the Scrubs but excluding the Linford Christie stadium) on 1 April 2015.

### **OPDC Draft Local Plan**

The draft Local 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 has played 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](http://www.london.gov.uk/opdclocalplan)

A revised draft Local Plan was submitted to the Planning Inspector in March 2021. The Inspector's Report is expected to be published in early 2022 before the Local Plan is adopted by the OPDC in Spring 2022.

## **Habitat and Ecology**

Biodiversity surveys completed in 2016 and 2017 and the CMP formed the basis of recommendations for the AEM (Alternative Ecological Mitigation) proposals presented by LUC in March 2021. These proposals include a 10-year management and maintenance plan to maximise habitat improvement for wildlife as well as regular surveys to demonstrate improvements to biodiversity. 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, the influence of the Japanese knotweed and the realignment of the Stamford Brook Sewer along this route.

## **Kensington Aldridge Academy (KAA)**

This Kensington Aldridge Academy is located very close to Grenfell Tower in North Kensington. In the aftermath of the fire in June 2017 it was apparent that the school could not operate from that site. 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 Academy pays the Trust a suitable market rent which is greater than the income it would normally receive by renting out the area for short term uses, such as lorry parking for trade shows at Olympia.

It is anticipated that the Academy will remain on the Scrubs for several years and planning permission and rental arrangements are being reviewed on an annual basis.

## **Achievements and Performance**

### **Sport**

Currently, the Linford Christie Outdoor Sports Centre (LCOSC) and the 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. Discussions are also underway to make the Scrubs the home of the Kensington Dragons Football Club.

A number of other sports activities take place on the Scrubs including:

- Tackle Africa Football Tournament
- London Junior Baseball League
- Pretty Muddy
- British Athletic League meetings
- Weekend 5K Park Runs
- Extensive school usage including district sports day

With the onset of the Covid-19 pandemic all sporting activities were temporarily suspended. Many activities have now resumed, subject to government guidelines and recommendations.

## **Events**

A number of sporting events (above) were held on the Scrubs without incident and enjoyed by all participants. The Trust remains interested in facilitating a small number of larger events and discussions continue with companies that specialise in organising these. As a consequence of the Covid-19 pandemic, all events with the exception of filming were suspended.

## **Grounds Maintenance and Site Management**

Officers and the contractor, IDVerde UK, have worked hard over the last year to ensure the grounds maintenance of the site is kept at an acceptable standard. This has included a number of volunteer projects such as laying bark chippings to stabilise some of the wettest pathways through the Scrubs, as well as the tasks undertaken on a routine and reactive basis scheduled below as part of the grounds maintenance contract:

<b>Activity</b>
Maintenance of all grass pitches including within Linford Christie Stadium
Grass cutting all non-pitch areas across the site including play areas and dog area
Strimming across the site and Linford Christie Stadium
Maintaining grass path access through scrub areas allowing access to nature
Pruning and maintenance of hedges and access routes through copses and woodlands
Maintaining and pruning of all shrub bed areas
Low level tree works and reporting defects and further action required
Inspecting daily three on-site play areas reporting defects and further action required
Attending to vandalised or damaged equipment, facilities or surfaces
Emptying of litter/dog waste bins
Cleansing hard surfaces across the site including within the Linford Christie Stadium
Treating of Japanese Knotweed and Giant Hogweed
Cleansing and sweeping synthetic pitch areas within Linford Christie Stadium
Litter picking across the site including within the Linford Christie Stadium
Leaf clearance across parts of the site (leaves in woodland areas are left as mulch)
Attending to fly tips and clearance after illegal encampments
Liaising with site and facility users and Parks Constabulary
Assisting in the preparation for large events
Assisting with Volunteer initiatives



The operation of sports, playgrounds, BMX track and outdoor gyms has been subject to prevailing government regulation during the Covid-19 pandemic. Sports facilities were re-opened during 2021, subject to guidance and regulations.

The Scrubs is a very popular site attracting a diverse range of users from dog walkers to model aircraft flyers; from ornithologists to those wanting a quiet walk. The closure of many indoor recreational facilities and the recommendations on social distancing has brought more people than usual to the Scrubs, with residents seeking an open space for exercise. This has resulted in pressure on open spaces. Although this has begun to diminish due to the opening up of other recreation opportunities, parks and open spaces are still significantly busier than usual.

The current Grounds Maintenance contract will end in February 2022 and the to tender for a new contract has been completed. The new contract is expected to be for 5 years, with an option to extend for a further 5 years, commencing in February 2022. Under the new contract, the maintenance of the Scrubs will form a separate contract, enabling a more targeted and responsive approach.

### **Community Safety**

The Scrubs continued to be patrolled by the Borough's uniformed Parks Police Service using vehicles, pedal cycles, and on foot. No major crimes were reported, and most incidents involved anti-social behaviour. The encampments established by HS2 protestors at the north of the Scrubs are being patrolled and monitored.

The Parks Police Service was restructured as the Law Enforcement Team in April 2021, patrolling across all council sites and continuing to offer the same level of service as the Parks Police.

Licensing for professional dog walkers was introduced this year and will be monitored to provide feedback on the effectiveness of this measure.

### **Financial Review**

The Trust is reporting a surplus of £48,984 in 2020/21. This is £54,880 less than budget mainly due to the impact of the of Covid-19 pandemic on pay & display and cashless parking income, which was £87,244 below budget.

The main reason for the surplus is the continued income received from the Kensington Aldridge Academy (KAA) for the operation of the school, which was £315,658 in 2020/21. KAA are now expected to remain on site for a few more years.

A summary of the Trust's financial position, together with the historical position, is below:

Summary of Financial Position	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
	£	£	£	£	£	£	£	£
Total Incoming Resources	1,002,080	1,195,896	1,082,949	1,072,295	698,745	678,572	717,972	638,525
Total Resources Expended	-953,096	-1,048,691	-856,005	-774,332	-736,084	-737,772	-724,506	-717,576
<b>Net outgoing (-)/Incoming resources</b>	<b>48,984</b>	<b>147,205</b>	<b>226,944</b>	<b>297,963</b>	<b>-37,339</b>	<b>-59,199</b>	<b>-6,534</b>	<b>-79,051</b>
Total funds brought forward	5,889,393	5,742,188	5,217,280	5,217,280	5,254,619	5,313,818	5,320,353	5,399,404
Total funds carried forward	5,938,378	5,889,393	5,742,189	5,515,244	5,217,280	5,254,619	5,313,818	5,320,353
<b>General unrestricted income funds</b>	<b>938,377</b>	<b>889,392</b>	<b>742,188</b>	<b>515,243</b>	<b>217,279</b>	<b>254,618</b>	<b>313,817</b>	<b>320,352</b>

The main income sources were the short-term KAA occupation; pay & display parking income (from four machines) and cashless parking income from the Wormwood Scrubs car park; and licence income for the Hospital's use of the other car park. Additional income was also achieved from filming, the Park Lodge and utilities licensing.

The Linford Christie stadium is operated by the Council and the Council has, historically, borne the majority of expenditure associated with its operation. The Trust however contributes to the Linford Christie stadium (together with other sports facilities located on the Trust grounds) to promote its objectives to support exercise and recreation.

Since 2016/17 the Trust's contribution has been limited to £31,500 however it was agreed in 2020/21 budgeting process to make an additional contribution of £30,000 to the stadium's repairs. The 2020/21 contribution, therefore, totalled £61,500. The contribution stated in the Income and Expenditure Statement is slightly higher (at £63,963) as this reflects the absorption of governance and recharge costs.

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

Within total funds brought forward, the Trust has fixed asset 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 £938,377 as at 31 March 2021 (see the Statement of Accounts note 12), an increase of £49,984 when compared to 2019/20.

No capital projects were undertaken in 2020/21.

### **Plans for future periods**

In approving the budget for 2021/22, the Committee took account of essential asbestos removal and roadway improvements. Originally predicting a £31,595 surplus, the budget was adjusted to a £113,675 deficit. Kensington Aldridge Academy (KAA) licence income is the main reason for the Trust's increase in unrestricted funds since 2017/18. The extension of the KAA licence to July 2021 and expected further extensions will continue the significant favourable impact on 2021/22 and 2022/23 accounts.

The Committee is determined to bring the financial performance of the Trust to breakeven or better over the longer-term. This will however need to be balanced against Trust's core objectives and the Trust is keen to ensure that any development around the site does not threaten its integrity. As part of future plans, it has been proposed that a regeneration manager is appointed to act on behalf of the Trust.

The Trust is seeking ways to ensure a steady progress towards being able to operate at a breakeven position or better with normal activities. To create this secure financial position in the longer-term, the Trust is working on optimising the use of its assets and developing events on the Scrubs. Consultation with residents and key stakeholders will be part of this plan. Prior to the Covid-19 pandemic, the Trust was optimistic of such income and approaches to organisers included:

- Secret Cinema to build a temporary set on the Scrubs in 2021 and put on performances over the summer for a 4-week period. The capacity for each show would be approximately 4,000 people.
- small music festival organisers, attracting audiences of approximately 5,000, to consider the Scrubs as a suitable site. Should interest be forthcoming, consultation will again be conducted with residents and key stakeholders before agreement and terms reached.

Grounds Maintenance (GM) is the Trust's main expenditure. The existing contract has been extended until 1 February 2022 to design a new specification and carry out the procurement process.

- This procurement has sought to obtain a price and specification for Wormwood Scrubs that can be part of, or separate from the overall contract, depending on the advantages offered by the Contractor in terms of economies of scale.
- The specification will ensure that the Biodiversity management required due to the unique nature of the Scrubs is included and can be part of the 10-year conservation management plan developed as part of the AEM project.

Future plans will be closely monitored and subject to regular review in light of the Covid-19 pandemic. This will be managed through the regular management reports to the Committee.

### **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

The Fund's general unrestricted income funds of £938,378 represents an amount approaching 100% of the Trust's gross annual expenditure. This is considered prudent and provides a solid base for operating over the medium term. However, the Trust recognises that recent surpluses are underpinned by temporary income sources and balancing its income and expenditure in the longer-term remains a challenge. The Committee 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.

Pay and display parking income in 2020/21 has decreased by £112,000 compared to 2019/20,

due the impact of Covid-19 restrictions in place at the beginning of the financial year. Added to this pressure is 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.

The Trust's cash balances are managed by the Council. The Council's Treasury Management Strategy governing the investment policy adopted, was adopted by the Council in February 2020. The Committee report can be found on the Council's website at the following location:

<http://democracy.lbhf.gov.uk/documents/s112425/Treasury%20Management%20Strategy%20Statement%20202021.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 is set out overleaf.

**Risk Assessment Schedule 2020/21**

<b>Risk Index No.</b>	<b>AREA OF RISK</b>	<b>IMPACT OF RISK</b>	<b>SEVERITY High/Medium/Low</b>	<b>POTENTIAL High/medium/Low</b>	<b>VALUATION</b>	<b>COMMENT</b>
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.
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.
008	Fraud and financial irregularities	May cast doubt over the Trust's ability to continue as a going concern	High	Low	Cost could be significant	Accounts are independently audited annually.

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

The charity trustee is responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the charity trustee to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, of the charity for that period. In preparing the financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures that must be disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Trust deed. It also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustee is responsible for the maintenance and integrity of the charity and financial information included on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements.

### **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 MHA Macintyre Hudson during the year to undertake the audit of accounts in this 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**

***Approval Pending***

**Name: Stephen Hollingworth**

**Date: 15 December 2021**

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

### ***Draft subject to final approval***

#### **Opinion**

We have audited the financial statements of Wormwood Scrubs Charitable Trust (the 'Charity') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

#### **Other information**

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient or proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of



assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of staff to identify any instances of non-compliance with laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

### **Use of our report**

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.

**MHA MacIntyre Hudson**  
**Statutory Auditor**  
**London, United Kingdom**

**Date: 15 December 2021**

MHA MacIntyre Hudson is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

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## Reference and Administrative details

<b>Charity Name and Number</b>	Wormwood Scrubs Charitable Trust, Registration No. 1033705
<b>Charity Correspondent</b>	Emily Hill Director for Finance Wormwood Scrubs Charitable Trust c/o Old Oak Community Centre 76 Braybrook St London W12 0AP
<b>Trustee</b>	The Council of the London Borough of Hammersmith & Fulham
<b>Telephone</b>	020 8753 6700
<b>Email Address</b>	<a href="mailto:emily.hill@lbhf.gov.uk">emily.hill@lbhf.gov.uk</a>
<b>Governing Document</b>	Wormwood Scrubs Act 1879 As Amended by Scheme of The Charity Commissioners Dated 25 March 2002.
<b>Objects</b>	For recreational use as set out in the Wormwood Scrubs Act 1879
<b>Area of Benefit</b>	Wormwood Scrubs and West London. (Area prescribed by Governing Document)
<b>Area of Operation</b>	Greater London – Hammersmith and Fulham
<b>Registration History</b>	23 Feb 1994 Registered
<b>Auditor Details</b>	MHA MacIntyre Hudson 6th Floor, 2 London Wall Place London EC27 5AU

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## STATEMENT OF ACCOUNTS

Appendix A

### Wormwood Scrubs Charitable Trust

#### Statement of Financial Activities (incorporating an income and expenditure account) for Year ended 31 March 2021

Notes	Income and Expenditure	2020/21	2019/20
		£	£
	<b>Income and endowments from:</b>		
	Income from Charitable activities:		
	Pay and Display Parking Meters	212,757	324,946
	Hammersmith Hospital Car Park Licence	353,547	346,995
3	Other trading activities	338,391	315,441
4	Income from Investments	3,020	6,631
	Income from donations and grants	94,365	201,883
	<b>Total Income and endowments</b>	<b>1,002,080</b>	<b>1,195,896</b>
	<b>Expenditure on:</b>		
5, 8	Charitable activities:		
6	Contribution to Linford Christie Stadium	(63,963)	(84,205)
	Non Routine Maintenance of Wormwood Scrubs	(15,398)	(25,723)
7	Routine Grounds Maintenance of Wormwood Scrubs	(779,370)	(738,368)
	Charitable expenditure	(94,365)	(200,395)
	Other expenditure	-	-
	<b>Total Expenditure</b>	<b>(953,096)</b>	<b>(1,048,691)</b>
	<b>Net income/(expenditure)</b>	<b>48,984</b>	<b>147,205</b>
	<b>Reconciliation of Funds</b>		
	Total funds brought forward	5,889,393	5,742,188
	<b>Total funds carried forward</b>	<b>5,938,377</b>	<b>5,889,393</b>

All activities other than those disclosed in Note 12 are unrestricted.

**Wormwood Scrubs Charitable Trust**

**Balance Sheet as at 31 March 2021**

		2020/21	2019/20
		£	£
Notes	<b>Fixed Assets</b>		
9	Tangible Assets	5,000,001	5,000,001
	<b>Total Fixed Assets</b>	<b>5,000,001</b>	<b>5,000,001</b>
	<b>Add: Current Assets</b>		
	Cash in Bank	684,358	630,800
10	Debtors	300,277	310,723
	<b>Total Current Assets</b>	<b>984,635</b>	<b>941,523</b>
	<b>Less: Liabilities</b>		
11	Creditors: Amounts falling due within one year	(46,258)	(52,131)
	<b>Total Liabilities</b>	<b>(46,258)</b>	<b>(52,131)</b>
	<b>Total Net Assets and Liabilities</b>	<b>5,938,378</b>	<b>5,889,393</b>
		£	£
12	<b>The funds of the charity:</b>		
	Unrestricted Reserves:		
	Unrestricted income funds	(938,377)	(889,392)
	Revaluation reserve	(5,000,001)	(5,000,001)
	<b>Total Charity Funds</b>	<b>(5,938,378)</b>	<b>(5,889,393)</b>

Approved by the trustee on 15th December 2021 and signed on their behalf by:

**Stephen Hollingworth**  
Assistant Director - Leisure, Sport & Culture

**Wormwood Scrubs Charitable Trust**

Notes

**Statement of Cash Flows for Year ended 31 March 2021**

	2020/21	2019/20
	£	£
<b>Cash flows from operating activities:</b>		
13 Net cash provided by operating activities	50,537	1,267
<b>Net cash provided by investing activities</b>	<b>50,537</b>	<b>1,267</b>
<b>Cash flows from investing activities:</b>		
Dividends, interest and rents from investments	3,020	6,631
<b>Net cash provided by investing activities</b>	<b>3,020</b>	<b>6,631</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>53,557</b>	<b>7,898</b>
Cash and cash equivalents at the beginning of the reporting period	630,800	622,902
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>684,357</b>	<b>630,800</b>

**Wormwood Scrubs Charitable Trust**

**Analysis of Net Debt for Year ended 31 March 2021**

	At 1 April 2020	Cashflows	At 31 March 2021
	£	£	£
Cash at bank and in hand	630,800	53,557	684,357

## Notes to the Accounts

### (1) Statement of Accounting Policies

#### (i) Basis of preparation and assessment of going concern

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: 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 trustee has 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. The functional currency is £ sterling.

The trustee has a reasonable expectation, including considerations for any potential disruption and economic impact caused by the Covid-19 pandemic, 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. There were not any material uncertainties exist in arriving at this conclusion.

#### (ii) Accounting Concept

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.

#### (iii) Fixed Assets, revaluation and depreciation

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 which has been used as "deemed cost" on transition to FRS 102, though the Trust does not operate a policy of revaluation. Depreciation has not been charged to tangible fixed assets (the land or the car park) as these are considered to have an indefinite useful economic life. The trustee is not aware of any indication that an impairment has occurred. Further exploration of land interest is included within areas of significant judgement and estimates.

#### (iv) Income Recognition and 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 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 considers that the arrangement is consistent with the Trust's objectives, as the arrangement can be terminated at any time.

#### (v) Expenditure Recognition and Resources Expended

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings.

#### (vi) Allocation of support and governance costs



Support costs have been allocated between governance costs and other support costs. Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs. Governance costs and support costs relating to charitable activities have been apportioned proportional to the expenditure on a particular activity. The allocation of support and governance costs is analysed in note 7.

#### **(vii) Financial Instruments**

The Charity holds only basic financial instruments, comprising Cash, trade debtors and trade creditors. These are measured as follows:

<b>Financial instrument</b>	<b>Measurement on initial recognition</b>
Cash	Amortised cost
Debtors – including trade debtors and loans receivable (trade accounts and notes receivable)	Settlement amount after any trade discounts (provided normal credit terms apply) or amount advanced by the charity
Creditors – including trade creditors and loans payable (trade accounts and notes payable)	Settlement amount after any trade discounts (provided normal credit terms apply) or amount advanced to the charity

#### **viii) Areas of significant judgements and estimates**

##### **Accounting for land interests and associated economic flows**

The land interests at the Scrubs are complex and governed by the Wormwood Scrubs Act 1879 (hereafter “the Act”). Under the Act the land at the Scrubs is held in trust for “the perpetual use thereof by the inhabitants of the metropolis for exercise and recreation”. The Act identified the Metropolitan Board of Works, and successor bodies, as trustee. Through various local authority re-organisations and subsequent provisions, the London Borough of Hammersmith and Fulham (LBHF) is the current successor body and is sole trustee of the Wormwood Scrubs Charitable Trust.

The land registry records ownership of the land in the name of “The Mayor and Burgesses of Hammersmith and Fulham”. Under the Act, the Scrubs can be reserved for military training (giving the Ministry of Defence (MoD) certain rights over the land) but outside of this they are reserved for recreational use for the public. This right for the public to enjoy the Scrubs is protected in perpetuity and cannot be taken, nor the land sold, unless the area “ceases to be used by the citizens of London”.

Under the Act, the ability to maintain and improve land rests with the administering authority (i.e. the trustee) and there have been further clarifications in subsequent agreements and memoranda. The MoD cannot build permanent structures on the Scrubs; however, the MoD must also consent to any development by the administering authority.

It is the judgement of the trustee that the land at the Scrubs is controlled by the Trust by virtue of the Wormwood Scrubs Act and as such the land interests at the Scrubs are accounted for within the Trust’s accounts. Any reference in title to LBHF is deemed to be as the trustee of the Trust, not the Council. Under the provisions of the Act, the Trust is judged to be responsible for, and controls the benefit of, the land both in terms of public access for recreation and economic benefits with respect to any income that might be generated relating to the assets.

The trustee has considered the impact of Covid-19 in making these significant judgements and estimates, and the pandemic has not resulted in them changing.

##### **Other judgements**

The Trust has estimated that application of the governance costs is proportional to level of expenditure on each charitable activity.

The Trust's policy is not to revalue assets, however, should an impairment indicator come to light assets would be subject to impairment. This is a matter of judgement and as stated, the Trustee is not aware of any indication that an impairment has occurred in 2020/21

## ix) Reserves

The reserves of the Trust are unrestricted under FRS102 insofar as they are not restricted to any particular activity, however the Trust considers the revaluation reserve to be an unusable reserve with regard to decision making given the inherent restrictions placed on asset disposal under the Wormwood Scrubs Act 1879.

### (2) Income from Other Trading Activities

	2020/21	2019/20
	£	£
Filming income	(9,162)	(3,746)
Other Fees and Charges	-	(1,070)
Other rental income*	(329,229)	(310,626)
	<b>(338,391)</b>	<b>(315,441)</b>

\*Other rental income includes rental income for a piece of land which, in previous years, was received annually. Following a new rental agreement signed in March 2018, the Trust received rental in advance in 2018/19. The total money received relating to future years was £16,767 ( £20,213 in 2019/20) and this has been recorded as Deferred Income on the Trust's Balance sheet. Other rental income also includes Event Hire income.

### (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 decreased from 0.66% in 2019/20 to 0.054% in 2020/21.

### (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. Support Costs are wholly and exclusively represented by "Governance Costs" which are set out in Note 8.

### (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 Environment Department.

In 2020/21 a contribution of £61,500 ( £82,500 in 2019/20) 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 Environment Department of the Council. The continuation of these services are periodically approved by Cabinet Members. This Contract has been extended until February 2022.

Routine Grounds Maintenance is undertaken in accordance with a series of schedules that form part of the contract. The fixed element of the contract has increased from £723,535 in 2019/20 to £749,365 in 2020/21 due to a 6% inflationary uplift in line with the terms of the contract.

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 Environment 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:

	2020/21	2019/20
	£	£
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.	4,582	4,301
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.	18,528	4,487
Audit Fees (in accordance with statutory independent audit requirements).	9,950	9,750
	<b>33,060</b>	<b>18,538</b>

Allocation of the Governance costs:

Activity	2020/21	2019/20
	£	£
Contribution to Linford Christie Stadium	2,463	1,705
Non Routine Maintenance of Wormwood Scrubs	592	512
Routine Grounds Maintenance of Wormwood Scrubs	30,005	19,900
Other Expenditure	-	2,120
	<b>33,060</b>	<b>18,538</b>

## (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, who 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 and this has been treated as deemed cost on transition to FRS 102. 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 charity's 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

Where revenue have been recognised but cash has not been received, a debtor for the relevant amount is recorded in the Balance Sheet. Where the exact amount of a debtor was not known at the time of closing the accounts then an estimated amount has been used.

	2020/21	2019/20
	£	£
Trade debtors	186,216	114,537
Prepayments and accrued income	114,061	196,186
<b>Total</b>	<b>300,277</b>	<b>310,723</b>

## (11) Creditors

Where expenditure have been recognised but cash has not been paid, a creditor for the relevant amount is recorded in the Balance Sheet. Where the exact amount of a creditor was not known at the time of closing the accounts then an estimated amount has been used.

	2020/21	2019/20
	£	£
Accruals	(29,491)	(31,917)
<b>Total</b>	<b>(29,491)</b>	<b>(31,917)</b>

	2020/21	2019/20
	£	£
Deferred income		
Brought forward balance	(20,213)	(23,659)
Released in the year	3,446	3,446
Year end balance	<b>(16,767)</b>	<b>(20,213)</b>

## (12) Fund Structure:

The Trust's Unrestricted Funds comprise:

	2020/21	2019/20
	£	£
General Unrestricted Income Funds	(938,377)	(889,392)
Fixed Asset Revaluation Reserve	(5,000,001)	(5,000,001)
	<b>(5,938,378)</b>	<b>(5,889,393)</b>

All funds are unrestricted funds solely used for the specific purpose of the Trust. Income and Expenditure which meets this criteria is credited /charged to the fund, together with a fair allocation of management and support costs, as recharged by LBHF. The HS2 activities (income of £94,365 and expenditure of £94,365 in 2020-21, compared to income of £201,883 and expenditure of £200,395 in 2019-20) are deemed restricted. However, the impact on reserves is immaterial because attributable expenditure is met by funding.

The Trust considers the revaluation reserve to be an unusable reserve with regard to decision making given the inherent restrictions placed on asset disposal under the Wormwood Scrubs Act 1879.

## (13) Net Cash Flow from operating Activities

	2020/21	2019/20
	£	£
<i>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</i>	48,984	147,205
<i>Adjustments for:</i>		
<i>Dividends, interest and rents from investments</i>	(3,020)	(6,631)
<i>Loss/(profit) on the sale of fixed assets</i>		
<i>(Increase)/decrease in debtors</i>	10,446	(146,278)
<i>Increase/(decrease) in creditors and deferred income</i>	(5,873)	6,971
<b>Net cash provided by (used in) operating activities</b>	<b>50,537</b>	<b>1,267</b>

Cash funds are held by the Council on behalf of the Trust

## (14) 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 by the charity.

	2020/21	2019/20
	£	£
<b>a) London Borough of Hammersmith and Fulham as transacting party</b>		
- LBHF as contractor to the Trust		
Environment Department for the provision of Routine Grounds Maintenance of Wormwood Scrubs (Ref Note 7)	749,365	723,535
- LBHF as recipient of contribution		
Contribution to Linford Christie Stadium (Ref Note 6)	61,500	82,500
- LBHF as provider of administrative and management support to the Trust		
Environment Department for management & financial administration services of Wormwood Scrubs	4,582	4,301
Legal Services for the provision of legal advice required in the management of Wormwood Scrubs	18,528	4,487
	<b>833,975</b>	<b>814,824</b>
<i>Amounts due to or from related parties:</i>	-	-

#### (15) 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.

#### (16) Staff Costs

The Trust has not incurred any staff costs during the year.


#### (17) 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:

	2020/21	2019/20
	£	£
Fees payable to the External Auditor with regard to external audit services carried out by the appointed auditor for the year	9,950	9,750
	<u>9,950</u>	<u>9,750</u>

#### (18) Post Balance Sheet Events

The Trust has had no material adjusting or non-adjusting events after the balance sheet date of 31 March 2021. The impact of COVID-19 continues to be closely assessed and is likely to have an adverse impact on certain future income streams however although the financial effect cannot be estimated the Trust does not consider this will impact the balance sheet as at 31 March 2021.



# Audit Findings Report

Prepared for Wormwood Scrubs Charitable Trust

Audit for the year ended 31 March 2021

Presented to the Trust Committee on 15 December 2021

Now, for tomorrow



# Contents & key contacts

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## **Audit Partner**

Stuart McKay

T: +44 (0)20 7429 0516

E: [Stuart.mckay@mhllp.co.uk](mailto:Stuart.mckay@mhllp.co.uk)

## **Audit Manager**

Joseph Sale

T: +44 (0)20 7429 0507

E: [Joseph.sale@mhllp.co.uk](mailto:Joseph.sale@mhllp.co.uk)

# 1 - Introduction

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We have pleasure in setting out in this report our comments and recommendations on various matters which came to our attention during the course of the audit of the financial statements of the Wormwood Scrubs Charitable Trust (hereafter referred to as 'WSCT' or 'the Charity') for the year ended 31 March 2021.

In order to comply with the provisions of International Standards on Auditing we are required to report to you our audit findings and in particular:

- The nature and the scope of audit work we have undertaken
- Views about the qualitative aspects of your accounting practices and financial reporting
- Unadjusted and adjusted misstatements
- Matters specifically required by Auditing Standards to be communicated to those charged with governance (such as fraud and error)
- Expected modifications to our auditor's report
- Material weaknesses in the accounting and internal control systems and
- Any other relevant and material matters relating to the audit.

This report has been prepared for the sole use of the Trust Committee, on behalf of the Corporate Trustee in line with the Charity's governance structure. and must not be shown to third parties without our prior consent. No responsibilities are accepted by MHA MacIntyre Hudson towards any party acting or refraining from action as a result of this report.

We would be grateful if you will in due course advise us what action you propose to take on the recommendations in the report and also if you would like our further assistance on these or any other matters.

In conducting the audit we do need to recognise that, as a result of the Covid-19 pandemic, the working arrangements for all of us have been understandably affected. We have conducted the audit remotely and have liaised with the finance team virtually whilst examining accounting books

and records which were sent to us digitally. We are pleased to report that this approach has not caused us difficulties which could have resulted in limitations in the scope of our audit. There have however been delays in providing the audit team with audit evidence and as a result our audit timetable was amended slightly.

We would like express our thanks to all the Charity's officers and staff who assisted us in carrying out our work – particularly Chris Harris, Carmen Lornotey, Yinka Ehinfun and their team.

Joseph Sale is looking forward to attending your meeting on 15 December 2021 to present this Report, review the Trustees' Annual Report and financial statements, and agree the letter of representations.

**MHA MacIntyre Hudson**  
6th Floor, 2 London Wall Place  
London  
EC27 5AU

T: 0207 429 4100  
F: 0207 248 8939

[www.macintyreHUDSON.co.uk](http://www.macintyreHUDSON.co.uk)



## 2 - Independence & responsibilities

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### 2.1 Independence

Auditing Standards require us to communicate at least once a year regarding all relationships between MHA MacIntyre Hudson and the Charity that may reasonably be thought to have a bearing on our independence and objectivity.

We have reviewed our independence, including consideration of whether:

- The firm is dependent on the Charity as a client due to the significance of the audit fee to the firm
- The firm is owed significant overdue fees
- There is any actual or threatened litigation between the firm and the Charity
- Any benefits have been received by the audit team which are not modest
- The firm has any mutual business interest with the Charity
- Any members of the audit team have any personal or family connections with the Charity or officers; or
- Independence is impaired through the provision of services other than the statutory audit.

Our preliminary assessment of potential threats to our independence was set out in our Audit Planning Memorandum and did not identify any threats that we considered necessary to communicate to you. Following the completion of the audit fieldwork, we can confirm that no further threats have arisen and as such MHA MacIntyre Hudson remains independent within the meaning of regulatory and professional requirements.

### 2.2 Limitations

Our audit procedures, which have been designed to enable us to express an opinion on the financial statements, have included the examination of the transactions and the controls thereon of the Charity. The work we have done was not primarily directed towards identifying weaknesses in the Charity's

accounting systems other than those that would affect our audit opinion, nor to the detection of fraud.

We have included in this report only those matters that have come to our attention as a result of our normal audit procedures and, consequently, our comments should not be regarded as a comprehensive record of all weaknesses that may exist or improvements that could be made.

To a certain extent the content of this paper comprises general information that has been provided by, or is based on discussions with, management and staff. Except to the extent necessary for the purposes of the audit, this information has not been independently verified.

### 2.4 Responsibilities

The Trustees are responsible for preparing the Trustees' Report and Financial Statements. MHA MacIntyre Hudson as auditors of Wormwood Scrubs Charitable Trust are responsible for forming an opinion on those Financial Statements, as detailed in our engagement letter.

# 3 - Matters arising from the audit

## 3.1. Audit Approach

In the conduct of our audit, we have not had to significantly alter or change our audit plan, which we communicated to you in our Audit Planning Memorandum dated August 2021.

## 3.2. Matters identified at the planning stage

The key areas of audit focus which we had identified as part of our overall audit strategy and how they have been resolved, are as follows:

	Audit area and key risks as presented	Our approach as presented	Resolution
1	<p><b>Income recognition – Car Park Income</b></p> <p>Risk that income is not complete.</p>	<ul style="list-style-type: none"> <li>• Confirm the systems and procedures which should be operating within the Car Park and the Council's review and monitoring processes thereof.</li> <li>• Consider testing the operation of procedures (council reconciliations per machine ID) on a sample basis.</li> <li>• Perform analytical review to budget/prior year for each Parking Machine.</li> <li>• Test a sample of Car Park machine records to receipt to ensure that income is complete.</li> <li>• Test online tickets (Ringo) issued to sales invoices and income allocation sheets.</li> </ul>	<p>Audit work performed as planned – no exceptions.</p>
2	<p><b>Income recognition – Rental income</b></p> <p>Risk that income has not been accounted for in line with the terms and conditions of the rental agreements. Noting in particular that the KAA licence agreement has been extended again.</p> <p>We also note that the Pony Centre is currently operating on a peppercorn lease arrangement with the Council which might be subject to change.</p>	<ul style="list-style-type: none"> <li>• Ensure that rental income is accounted for in line with the respective licence agreements, noting any restrictions.</li> <li>• Ensure correct cut off has been applied in respect of rental advances or arrears.</li> </ul>	<p>Audit work performed as planned – no exceptions.</p> <p>We note that, whilst a new KAA license (to replace the existing agreement which expired in July 2021) has been agreed in principal, it has not yet been formally signed.</p>

### 3 - Matters arising from the audit

<p><b>3</b></p>	<p><b>Authorisation, categorisation and allocation of expenditure (non-payroll costs)</b></p> <p>Risk that expenditure is not authorised in line with the Trust's procedures.</p> <p>Risk that allocation of costs to each activity, and then between the service lines, is not accurate or consistent.</p>	<ul style="list-style-type: none"> <li>• Review the systems and controls around authorisation, monitoring and allocation of expenditure ensuring appropriate oversight was maintained during Covid-19 through appropriate alternative methods.</li> <li>• With reference to the Council's Financial Procedures, identify and test the key controls over expenditure authorisation; payment and allocation.</li> <li>• Review the controls in place over supplier set up and on-going due diligence.</li> <li>• Ensure there are effective controls in place to ensure that grounds maintenance contracts are monitored against work performed.</li> <li>• Review the cost allocation methods and sample test. We note that allocations of support costs are expected to be done on a consistent basis with the previous year</li> <li>• Ensure all contingent liabilities or provisions for future works/repairs are recognised as necessary or disclosed as appropriate with specific reference to any HS2 activity.</li> </ul>	<p>Audit work performed as planned – no exceptions</p>
<p><b>4</b></p>	<p><b>Fixed Assets</b></p> <p>The Trust owns substantial assets. A significant proportion were passed to the Trust under the Wormwood Scrubs Act 1879. As such there is limited information regarding their value to the Trust. As such their carrying value in the financial statements is low. Other assets do have carrying values.</p> <p>There is a risk that assets have not been accounted for in line with the Charities SORP.</p>	<ul style="list-style-type: none"> <li>• Review the historical information held on the assets gift to the Trust.</li> <li>• Assess the treatment of the fixed assets held against the requirements of the Charities SORP.</li> <li>• This review will include the provisions afforded to mixed motive investments and heritage assets.</li> </ul>	<p>Audit work performed as planned – no exceptions.</p> <p>It was agreed with management that considering the time which has passed since its donation to the Trust, a value attributable to the Pony Centre would not be included in this or restated previous years' accounts as tangible fixed asset; any such value would have likely been fully-depreciated by the current year-end.</p>

### 3 - Matters arising from the audit

<p><b>5 Financial reporting including Covid-19 reporting</b></p> <p>There is a risk that Trustees' Report and financial statements are not fully compliant with the revised Charities SORP or are materially misstated through errors in their compilation.</p> <p>Effective for accounting periods starting after 15 December 2019, there have been revised auditing standards, one in particular is in relation to accounting estimates -revised ISA 540 (as noted in section 4.6). We will review the appropriateness of estimates used in the financial statements and ensure TCWG are aware of and satisfied with any significant estimates used.</p> <p>The Charity SORP-making body has issued advice on the financial reporting implications that may arise from the measures being put in place to contain the impact of the COVID-19 virus.</p> <p><a href="https://www.charitySORP.org/media/648486/sorp-covid-19.pdf">https://www.charitySORP.org/media/648486/sorp-covid-19.pdf</a></p> <p>The advice is for Financial Statements that have yet to be approved. The advice looks at the considerations to be taken into account when producing the Trustees' report and also considers post balance sheet event reporting. This guidance must be considered when preparing the 31 March 2021 accounts.</p> <p>Due to the unprecedented situation regarding the Covid-19 pandemic we will consider the impact that this could have on the organisation regarding going concern and your planned response.</p>	<p>We will review the financial statements to ensure that they properly reflect the underlying financial records and include the disclosures required. As part of our audit we will:</p> <ul style="list-style-type: none"> <li>• Check a sample of accounts to ensure there is a full audit trail to the financial statements</li> <li>• Review the financial statements against legal, regulatory and the SORP 2015 requirements and sector best practice</li> <li>• Review the assessment by the Trustees of the risk that the financial statements may be materially misstated as a result of fraud</li> <li>• Ensure that the Trustees Annual Report is materially consistent with the financial statements and our understanding of the Charity</li> <li>• Review the Charity's risk register and ensure any key issues for the financial statements have been considered in the context of our audit, and appropriately managed in the context of charity's governance</li> <li>• Review the Trustees' Report for consistency with the financial statements and to ensure it complies with applicable regulatory and SORP 2015 requirements including revised ISAs (540, 570 and 700)</li> <li>• We will consider the organisation's response to the guidance issued by the Charity SORP Committee on Covid-19 as well as guidance issued by the Charity Commission</li> <li>• Review the Trustees assessment of the Going Concern assumptions</li> <li>• Critically review and evaluate the assumptions used in forecasts and budgets</li> <li>• Consider the disclosure relating to going concern in the trustees' report and accounting policies</li> <li>• Consider the explicit statements relating to going concern now required in our audit report</li> </ul>	<p>Audit work performed as planned, with exceptions noted below.</p> <p>The income and expenditure relating to the HS2 project is considered to be restricted. However, the Trust's accounts do not currently show the income and expenditure in a columnar format on the face of the SoFA, as required by the SORP. Management do not consider this necessary as the income and expenditure, being the same, have no net impact on the Trust's year-end fund balance, and as such include narrative to this effect in the Funds note (Note 12) instead. We are content with this approach. However, as this is an area of judgment, we deem it necessary to communicate to those charged with governance.</p> <p>Considering the Trust's relatively stable level of income and the significant reduction in future routine grounds maintenance costs expected following the conclusion of the new tendered service agreement, and other reasons, we believe that the Trust remains a going concern. In line with the revised ISA570, we will conclude positively to this effect in our Auditor's Report.</p>
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# 3 - Matters arising from the audit

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		<ul style="list-style-type: none"><li>• The accounting policies of the charity will need to be considered in light of<ul style="list-style-type: none"><li>○ Effect on key assumptions and estimates, including judgemental matters are and areas of future uncertainty.</li><li>○ Consideration of the going concern basis of preparation of the financial statements – use normal considerations hence existing Financial Reporting Council guidance is applicable and could be helpful.</li><li>○ Assessment of possible material uncertainties, adequacy of disclosures under these circumstances, or where conclusion is the charity is not a going concern, usual consideration of break-up basis approach.</li></ul></li></ul>	
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### 3.3. Audit Status

The audit work on the financial statements is now substantially complete and we anticipate issuing an unqualified audit opinion for the year ended 31 March 2021 for the Charity, following:

- Receipt of approved Trustees Report and Financial Statements signed by the Board;
- Receipt of a signed letter of representation (provided under a separate cover); and

Our work to enable us to sign off the audit report comprises of:

- A final post balance sheet review and,
- Review of your going concern review.

# 3 - Matters arising from the audit

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## 3.4. Letter of representation

We have forwarded a letter of representation for your review and approval, as part of your overall review of the Trustees' Report and Financial Statements. It is important that this is then reviewed and approved by "those charged with governance". Non-standard representations related to:

- *Going concern*  
We have asked the Board to confirm that they have considered the impact of the Covid-19 pandemic whilst performing their assessment of the Charity's going concern.

# 4 - Audit findings

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## 4.1 Audit misstatements

In accordance with International Standards on Auditing we are required to report any material adjusted audit misstatements arising from our work. We are also required to report any unadjusted audit misstatements and why they are unadjusted, other than those that are “clearly trivial”. These are both set out in Section 5.

## 4.2 Risk of fraud and error in the financial statements

We are required under International Standards on Auditing to consider fraud risk throughout the audit. In particular we must consider management arrangements for preventing and detecting fraud and error.

Fraud risks may include asset sales at under value, suppliers over billing for goods or services, misappropriation of assets and cheque frauds, as well as manipulation of financial results.

Our work has not identified any matters which we wish to draw to your attention.

## 4.3 Accounting policies

Financial Reporting Standard FRS102 and FRS102 Charities SORP, requires that entities should review their accounting policies regularly to ensure that they are appropriate to their particular circumstances for the purpose of giving a true and fair view.

We have reviewed the Charity’s accounting policies, as stated in the financial statements, and confirm that they are appropriate to provide relevant, reliable, comparable and understandable information.

## 4.4 Accounting estimates

As auditors, we are aware that the selected basis of an accounting estimate may have a significant impact on the financial statements so in our work we

need to identify all accounting estimates and the basis of the estimate and, where we consider there to be a high estimation uncertainty, we must ensure our audit work challenges the basis of the estimate.

We are also required to consider the outcome of accounting estimates in prior periods as a basis for our risk assessment in the current year.

In the Charity’s accounts most significant accounting estimates concern - depreciation of fixed assets, classification of funds, cost allocation, the basis and calculation of the provision for bad and doubtful debts, valuation of donations/services in kind and asset values.

We have reviewed the accounting estimates for the Charity and conclude that they have been calculated on a basis that is consistent with our knowledge of the Charity and expectations.

# 4 - Audit findings

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## 4.5 Significant deficiencies in internal control

We are pleased to report that we have not identified any significant deficiencies in internal control which we consider necessary to communicate with those charged with governance.

## 4.6 Matters from last year now resolved

We are also pleased to report that the following matters, raised last year, have now been resolved:

- *2020: Accounts adjustments (Grade C)*

Original recommendation: We recommend that all year-end, pre-audit adjustments be posted to the accounts software from which a final trial balance can be generated and used to prepare the accounts.

2021 update: We have not identified any pre-audit adjustments posted to the accounts Excel workbook and not the accounts software during this year's audit.



## 5 - Audit misstatements

We are required to report all adjustments that management have corrected that we believe should be communicated to the Trustees to assist them in fulfilling their governance responsibilities. We are also required to communicate all unadjusted misstatements, other than those that we believe are clearly trivial, to Trustees.

ADJUSTED MISSTATEMENTS	SOFA		BALANCE SHEET	
	DEBIT £'S	CREDIT £'S	DEBIT £'S	CREDIT £'S
Surplus per draft statutory accounts		48,984		
Non routine maintenance of Wormwood Scrubs Other expenditure <i>Being adjustment to reclassify the Other expenditure (wood chippings) incurred in the year as Non routine maintenance.</i>	1,668	1,668		
<b>Net Impact (Adjusted)</b>	1,668	1,668		
Surplus per statutory accounts		48,984		

### DISCLOSURE ADJUSTMENTS

Note 1 (iii) Being adjustment to disclose a capitalisation threshold in the fixed assets accounting policy.

Note x Being adjustment to include a Staff costs note to confirm that the Trust has no staff.

The following adjustments have not been made the financial statements as they were not deemed material:

UNADJUSTED MISSTATEMENTS	SOFA		BALANCE SHEET	
	DEBIT £'S	CREDIT £'S	DEBIT £'S	CREDIT £'S
Accrued income Hammersmith Hospital Car Park License <i>Being adjustment to recognise income relating to the year but not invoice or paid until after the year, the result of the Trust's year-end and the 'rental year' per the agreement being non-coterminous (similar immaterial differences in previous years)</i>		6,944	6,944	
<b>Net Impact (Unadjusted)</b>		6,944	6,944	

# 6 - Fees

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## 6.1 Fees

Our initial fee quote was provided in our Audit Planning Memorandum circulated in August 2021 and was based on accounts and draft accounts being supplied in accordance with the agreed timetable.

<b>Service</b>	<b>Fee (excluding VAT)</b>
Fee for the audit of the financial statements of WSCT for the year ended 31 March 2021 (2020: £9,750)	£9,950

# Appendix A: Sector Development

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We prepare regular updates on accounting, tax, regulations and legal charges affecting the sector. These include a monthly Not for Profit eNews update which can be found at:

<http://www.macintyreHUDSON.co.uk/sectors/not-for-profit>

Other sector publications and guidance can be found at:

<http://www.macintyreHUDSON.co.uk/publications>

We have also recently established our MHA Trustee Hub – an online resource for good governance, which includes templates, checklists and guidance to help charities improve the effectiveness of their governance; see:

<https://mha-uk.co.uk/charity-trustee-hub/>

If you would like to subscribe to receive our publications electronically please register at:

<http://www.macintyreHUDSON.co.uk/subscribe>

## **Wormwood Scrubs Charitable Trust**

Hammersmith Town Hall, King Street, London, W6 9JU

Registered Charity: 1033705

### **Letter of Representation for an Unincorporated Charity in England and Wales**

MHA MacIntyre Hudson  
6th Floor  
2 London Wall Place  
London  
EC2Y 5AU

15 December 2021

Dear Sir/Madam,

#### **CONFIRMATION OF REPRESENTATIONS**

This representation letter is provided in connection with your audit of the financial statements of Wormwood Scrubs Charitable Trust for the year ended 31 March 2021. We note that your audit was performed for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of Wormwood Scrubs Charitable Trust as at 31 March 2021 and of the results of its operations for the year then ended in accordance with the United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice) (UK GAAP), including the Statement of Recommended Practice, 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), issued by the joint SORP making body, financial reporting framework

We confirm to the best of our knowledge and belief that the following representations are made on the basis of having made appropriate enquiries of other trustees and officials of the charity with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy ourselves that the following representations can be properly given to you in connection with your audit of the charity's financial statements:

#### **1. General**

We have fulfilled our responsibilities as trustees, as set out in the terms of your engagement letter dated 26 January 2021 under the Charities Act 2011 for preparing financial statements which give a true and fair view in accordance with applicable law and UK GAAP and for making accurate representations to you. The financial statements are free of material misstatements, including omissions. We confirm that we have held prior discussion with you to ensure that there is complete agreement on the meaning of all confirmations that we are making to you.

All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records.

We have provided you with:

- Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters, including minutes of all Trust Committee meetings;
- Additional information that you have requested from us for the purpose of your audit; and
- Unrestricted access to persons within the charity from whom you determined it necessary to obtain audit evidence.

We have not withheld any information, the knowledge of which could cause you to take a materially different view in your report.

We note that the requirements of the Financial Reporting Council's Ethical Standard apply to this engagement. We acknowledge receipt of your Audit Planning Memorandum circulated to the Trust Committee in August 2021 addressing ethical threats and any required safeguards to ensure your independence and objectivity. There have been no subsequent changes and we are not aware of any further matters which may impact auditor independence and objectivity.

## **2. Internal control and fraud**

We acknowledge our responsibility for the design, implementation and maintenance of internal control systems to prevent and detect fraud and error. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

3. We are not aware of any actual, suspected or alleged instances of fraud or irregularities affecting the charity involving management, employees who have a significant role in internal control, volunteers or anyone else where the fraud or irregularities could have a material effect on the financial statements.
4. We confirm we have disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the charity's financial statements communicated by current or former employees, analysts, regulators or others.

## **5. Audit adjustments**

We have made adjustments, as requested by you, for all misstatements identified by your audit.

## **6. Going concern**

We believe that the charity's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be adequate for the charity's needs. We have considered a period of twelve months from the date of approval of the financial statements. This has included consideration of the implications of the effect of Covid-19 on the operations of the charity to the best extent that is possible at present. We believe that no further disclosures relating to the charity's ability to continue as a going concern need to be made in the financial statements.

## **7. Law and regulations**

We are not aware of any events which involve possible non-compliance with statute, regulations, contracts, agreements or the charity's constitution which might prejudice the charity's going concern status or that might result in the charity suffering significant penalties or other loss.

**8. Assets and liabilities**

The charity has satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, except for those that are disclosed in the notes to the financial statements.

9. We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent and have disclosed in the notes to the financial statements all guarantees that we have given to third parties.

10. We have no plans or intentions that may materially alter the carrying value, and where relevant, the fair value measurements or classification of assets and liabilities reflected in the financial statements.

**11. Accounting estimates**

The methods, data and significant assumptions used by us in making accounting estimates, and their related disclosures, are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the UK GAAP financial reporting framework, including the Statement of Recommended Practice: Charities SORP (FRS102), issued by the joint SORP making body.

**12. Legal claims**

All claims in connection with litigation that have been, or are expected to be, received have been properly accrued for and disclosed in the financial statements.

**13. Transactions with related parties**

Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with the requirements of the Charities Act 2011 or accounting standards.

**14. Subsequent Events**

All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed in the financial statements.

**15. Grants and donations**

All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions during the period in the application of such income.

**16. Electronic publication of accounts**

We intend to distribute the financial statements to members and other interested parties by electronic means and/or to publish them on a website in PDF format.

Yours faithfully

Signed: on behalf of the Trustees  
Name: Stephen Hollingworth

Position: Assistant Director - Leisure, Sport & Culture

Date: 15 December 2021

# Agenda Item 5

## MANAGERS REPORT

15th December 2021

### Report to Wormwood Scrubs Charitable Trust Committee

**Report Author:**

Stephen Hollingworth, Advisor to the Trust

**Contact Details:**

[Stephen.Hollingworth@lbhf.gov.uk](mailto:Stephen.Hollingworth@lbhf.gov.uk)

## Executive Summary and Decisions Sought

### The Committee is asked to:

1. To delegate the final realignment of Kensington Dragons pitches to the Trust Manager in consultation with the Chair.
2. Approve the appointment of a specialist consultant to carry out consultation and engagement on a Master Plan for Wormwood Scrubs.
3. Approve the proposed event planned for 2022.
4. Note the 2020/21 Audit approach as set out in Section 13.
5. Note the 2021/22 Financial Forecast as set out in section 14.
6. Note all other matters in the report.

### 1. Update on Kensington Dragons Grant Agreement

The funding agreement between the Wormwood Scrubs Charitable Trust and Kensington Dragons Football Club Limited, to award grant funding of £250,000 to the Club to contribute to the delivery of upgrading and providing new sports pitches and circulation areas on the Trust's property at the Linford Christie Stadium has now been completed. Funds will be drawn down by Kensington Dragons from the Trust, through the submission of contractor invoices once work has been completed.

The presence of trees on the southern boundary and the Football Association's requirement for larger run-off areas to the pitches has required a revision to KDFC's proposals. Proposals are included as Appendix 1 to this report, which provide one larger pitch rather than two smaller ones and a spectator area. The realigned proposals impact on the play area to the north of the stadium and it proposed that fence line of the play area, is moved nearer to the access road in order to retain the same amount of play area space. There is also some impact to the boundary of the depot. Discussions between KDFC and Officers are continuing on the viability of the revised scheme. The committee is recommended to delegate the final realignment to the Trust Manager in consultation with the Chair.

### Committee to Approve

### 2. HS2 Bill Alternative Ecological Mitigation -Master Plan

A contract has been tendered for a specialist consultant, to carry out in-depth public consultation and engagement on the Biodiversity Masterplan. This work will be funded by WSCT to allow a full and wide-ranging engagement which is likely to consider areas outside the scope of the AEM project. The tender closed on 1<sup>st</sup> November with one bid submitted at a



cost of £22,540. The bid is from a community company with considerable experience in community engagement, including projects concerned with the natural environment. The consultant has understood the brief well and appears capable of carrying the commission. The committee is recommended to approve the appointment of this consultant, subject to satisfactory references and standard checks.

### **Committee to Approve.**

### **3. HS2 update**

HS2 have started the construction of the UTX site, the access road and the Stamford Brook Sewer site. Current progress and programme is as follows:

#### **Stamford Brewer Sewer (SBS) and haul route**

- Access route construction and installation of fencing from OOC Lane to the SBS site is nearing completion.
- Hoarding to the SBS site is nearing completion and path has been included along the hoarding as requested. Designs for the hoarding have not yet been released.
- Construction of shafts and pipe jack works have commenced.
- Site cleared and reinstated is expected by the end of June 2022.

#### **UTX site**

- Compound has been established.
- Construction of shafts and the pipe jack works has commenced and will complete at the end of May 2022.
- The utility diversion works through the UTX take place between circa. May-23 to Apr-24. The reason there is a long gap between completion of the UTX and the start of the utility works is that there are other works further north along OOC Lane required to facilitate the utility works.
- Full delivery of the station into service is anticipated circa. late-2029.

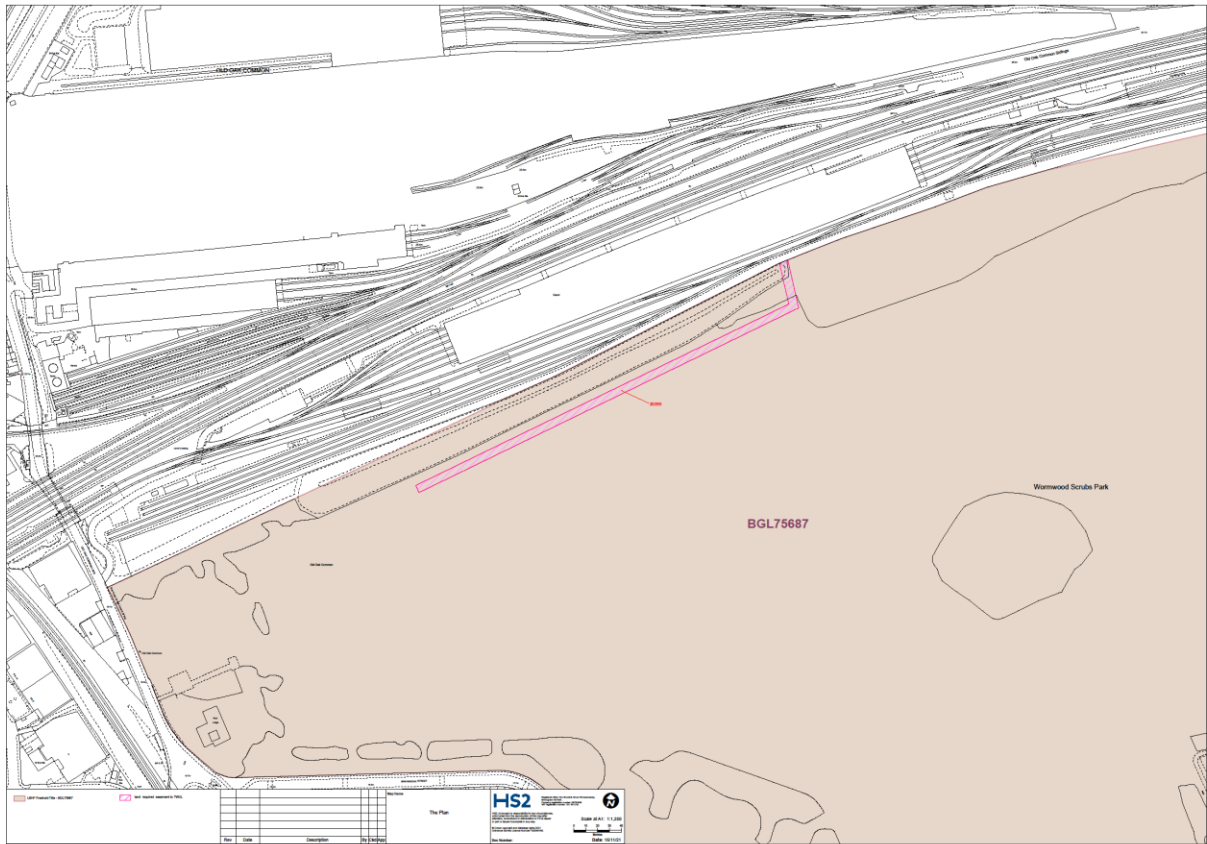
#### **Temporary trackway from Braybrook Street**

Removal of the temporary trackway took place in October and the ground has been reinstated. The ground has been de-compacted and levelled, using sandy loam and topsoil removed from the SBS site as part of the compound construction. The Council ecologist has been consulted and finds it preferable to encourage natural regrowth through allowing the seed bank within the topsoil to recolonise these areas. Revegetation is likely to start with new growth in the spring. In the meantime, the track is becoming muddy and HS2 have agreed to put mulch/wood chippings down in this area to make it accessible. Idverde have been requested to avoid this route as far as possible and use light vehicles (such as the Gator) only when necessary. Mulch will be spread on routes across the Scrubs to help mitigate the wet conditions during the winter months.

#### **Easements: Thames Water**

Utility companies have certain rights of access to their equipment and a draft Deed of Easement has been received from Thames Water. This sets out the overarching agreement obliging the Council and WSCT to grant an easement to their equipment and is currently with Thames Water for approval. A plan of the affected area is shown below i.e., Plan 1. The agreement includes a schedule of plants suitable for planting in the easement area, although as this part of the Scrubs is expected to continue as bramble, scrub and meadow, formal replanting is unlikely to be necessary.

**Plan1 - Thames Water:  
Easement shown in pink**



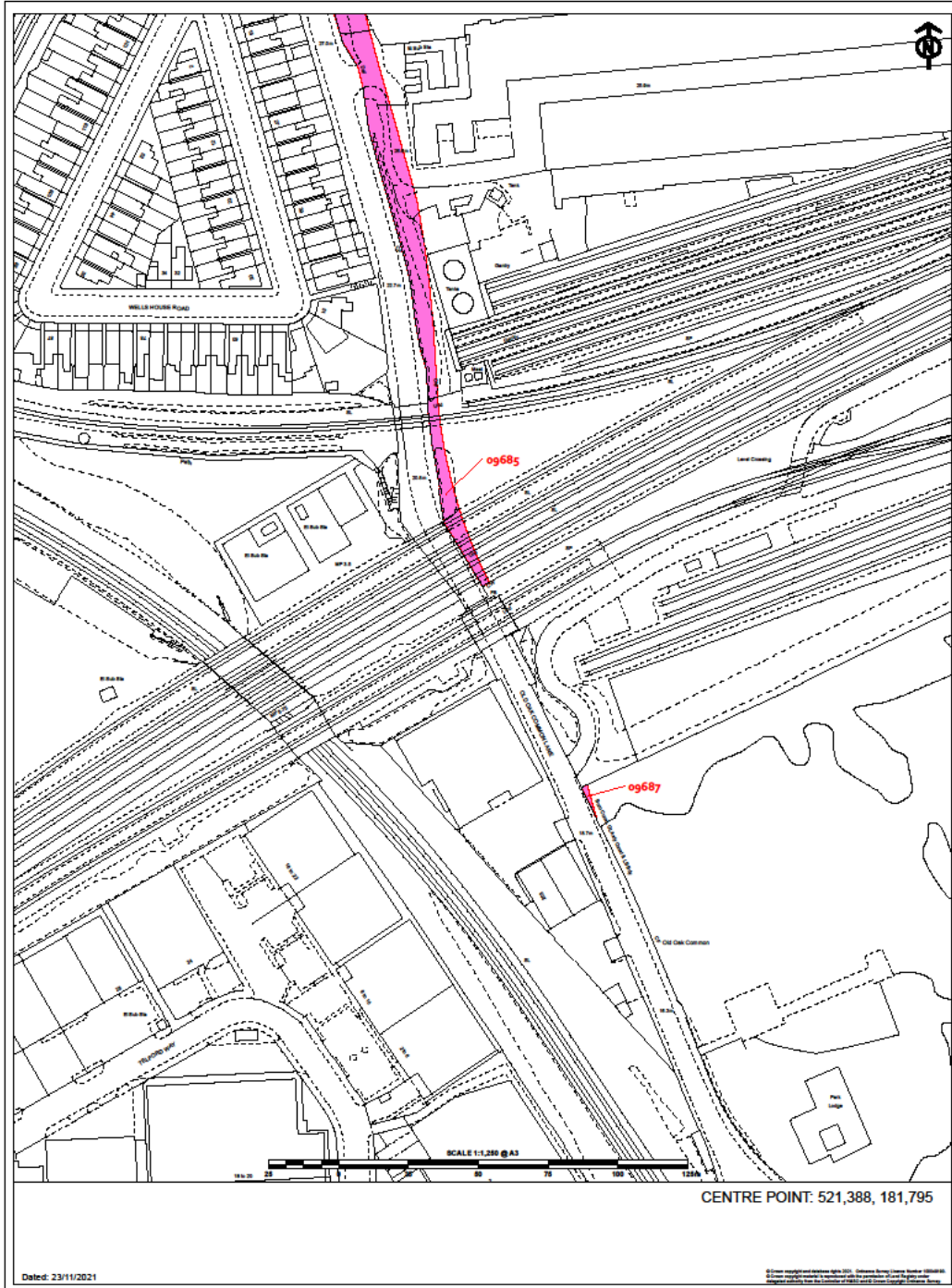
**CPO Old Oak Common Lane**

HS2 has served a preliminary notice of compulsory purchase on an area of Wormwood Scrubs open space, comprising an area of 14.04 square metres, adjacent to Old Oak Common Lane (OOCL) to accommodate the realignment of OOCL and footpath. A plan of the area is included below (Plan 2). Once the work has been completed this would form part of the highway under the responsibility of the London Borough of Ealing.

Plan 2 - of CPO area adjacent to Old Oak common Lane  
Area reference 09687

**HS2**

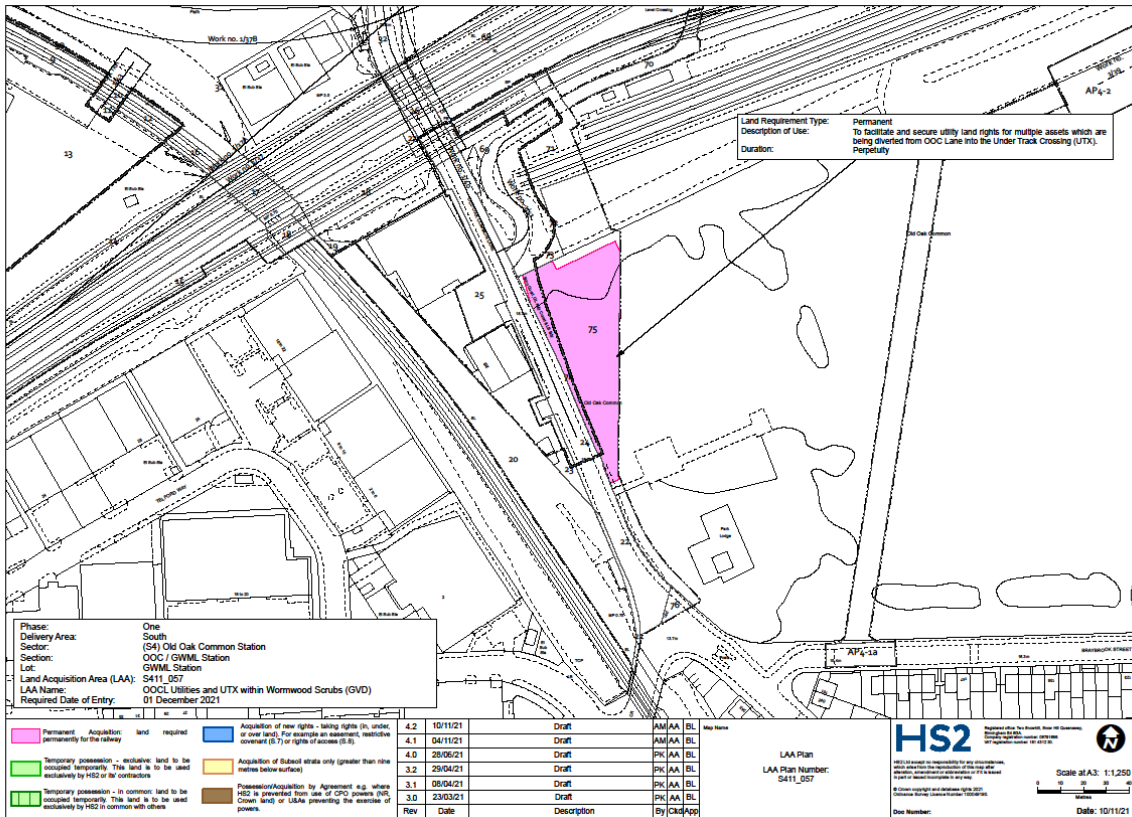
HIGH SPEED RAIL (LONDON - WEST MIDLANDS) ACT 2017  
LAND REFERRED TO IN THE PRELIMINARY NOTICE  
SHEET 2 OF 2



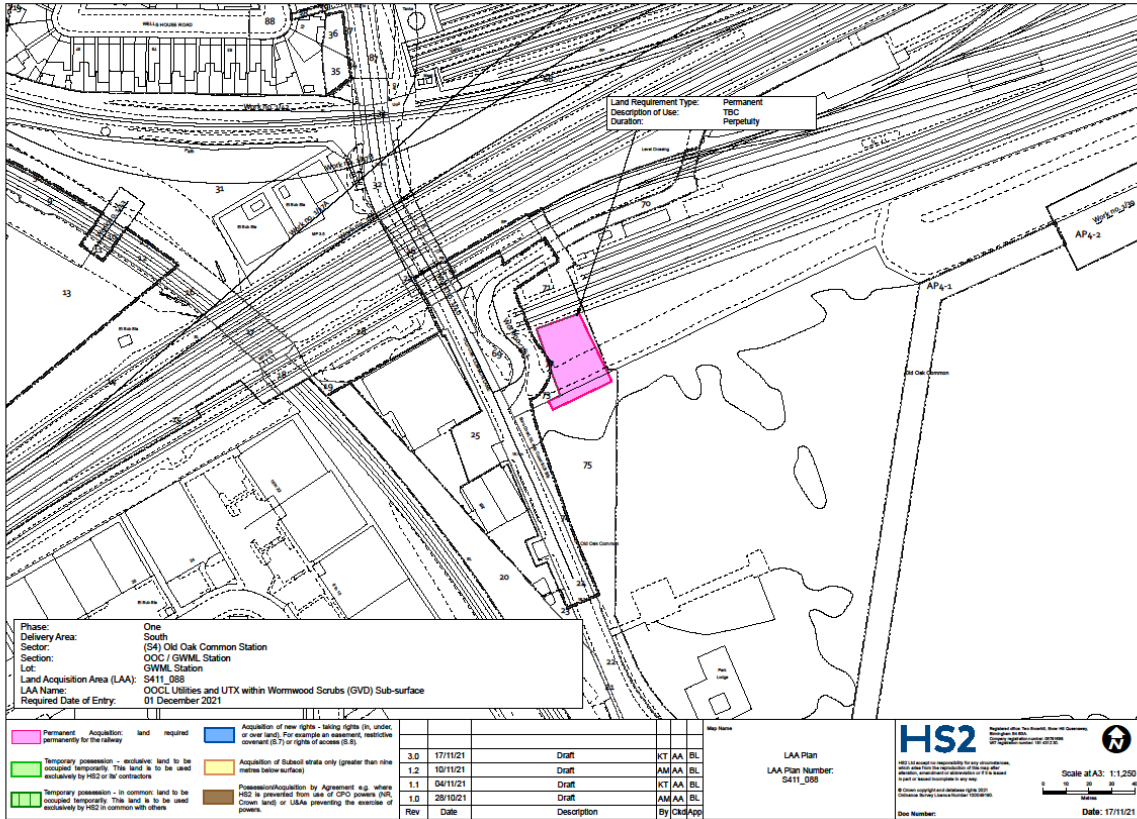
**CPO UTX site**

On 3<sup>rd</sup> December, HS2 served a preliminary notice to CPO the UTX site and sub soil. Plans of these areas are included below (Plan 3 & 3.1). WSCT has responded with a number of clarifications and queries, including confirmation that the land will be returned following the completion of work.

**Plan 3.**



Plan 3.1.



### Protesters

The protestors have vacated the site and all remaining items and rubbish have been removed.

**Committee to Note.**

## **4. Community Safety**

A report from the Law Enforcement Team (LET) is provide in a separate report, supplied as Appendix 2.

**Committee to Note.**

## **5. Grounds Maintenance and site management update**

### Footpath surfacing

Sandy loam continues to be spread along several well-trodden routes as a trial to mitigate for the wet conditions on the Scrubs. Wood chippings have also been spread to the woodland footpaths.

### Meadow signage

The signs requesting people to restrict their access to the meadow areas have been taken down and are in storage at the Wormwood Scrubs depot. The proposal is to request the contractor to reinstate these before the birds start to nest in 2022.

**Committee to Approve**

### Traffic management

The Committee approved the installation of a secure traffic management system to the access road from Scrubs Lane at the previous committee meeting. However, the Council's Contracts Board did not approve a direct award to the contractor and requested that the contract be tendered to achieve best value. The tender for this contract has been issued and is due to close on the 17th December.

**Committee to Note**

### Depot wall

A serious health and safety situation has arisen at the Council depot, where a section of the wall adjoining Burlington Danes Academy has required demolition due to health and safety concerns. A timber hoarding is in place to secure the site boundary and a planning application for rebuilding the wall will be submitted next year. A technical specification is being drawn up and quotes will be requested to ensure best value. £17.5k has been spent on demolition, hoarding and materials, and the new wall including Planning application and associated costs is estimated at around £20k.

**Committee to Note**

### Shrub and tree works

Following a request to improve health and safety on the Quietway route behind the prison, tree canopies have been lifted and shrubs cut back to open out this route and improve sightlines.

Operations to improve the health and safety of trees within the woodland belts will be carried out by Council contractors during December.

**Committee to Note**

## 6. Signage

The supply and installation of three lockable noticeboards was approved by the Committee at the previous meeting. Suitable locations were agreed with the FOWWS and the noticeboards were installed in early December. A plan of the Scrubs and basic information about the site will be installed in the noticeboards. Keys are available to allow WSCT and the FOWWS to add their own information.

### **Committee to Note**

## 7. Procurement of a new GM (Grounds Maintenance) contract

Final tenders were returned on 22<sup>nd</sup> September and the results were submitted to Contract Assurance Board (CAB). Idverde has been appointed as the contractor for Lot 3 Wormwood Scrubs, following their submission of a competitive bid which also scored highly on quality.

The new contract will offer considerable improvements, including increased sensitivity to appropriate management of ecological features. Sustainability will be improved using all electric vehicles and equipment and machinery. E-Gators are on order for use on this contract. In addition, the following is included:

- **Apprentice:** A new post will be created, and the contractor is keen to employ a resident of Hammersmith and Fulham in this role. A recruitment open day will be held on the 14<sup>th</sup> January 2021.
- **Environment and Biodiversity Manager:** This post will be delivered through a partnership with the RSPB. The main roles of the post are to lead on ecological improvements, working with residents and volunteer groups to improve biodiversity at Wormwood Scrubs, and delivering staff training on sustainable maintenance practices. This additional resource will allow a much higher profile for biodiversity and sustainability than was possible under the terms of the previous contract.
- **Learning Resources Hub:** A new classroom facility will be provided as part of the contract, which will become the centre for volunteering and education at Wormwood Scrubs.
- **Information management system:** A bespoke information management system will promote efficient contract monitoring. This can be accessed via a handheld device and will allow scheduling and reporting in real time.
- **The contract price for the grounds maintenance is well within budget and Finance are currently looking at the associated costs of managing the contract, by looking back at previous charges included and looking forward on the support required for the new contract. A detailed breakdown and full cost of the grounds maintenance will be provided at the next Committee meeting.**

### **Committee to Note.**

## 8. Play equipment Braybrook Street

An application has been submitted to HS2's Community and Environment fund for the supply and installation of additional equipment at Braybrook Street play area. A decision is expected before Christmas.

**Committee to Note**

**9. Weekend Parking charges**

The introduction of weekend parking charges is in hand but has been slightly delayed. A traffic order has been drafted and is expected to be operational in around 6 weeks.

**Committee to Note**

**10. Events**

An 'Adult Sports Day' is planned for 11<sup>th</sup> September, with around 2,000 attendees. This will be a day of sports, music and food. The organisers successfully held a similar, though smaller, event in Fulham in 2021.

**Committee to Approve**

**11. Parks Commission**

The Parks Commission has now reported its findings and recommendations. A report is included under 6.

**Committee to Note**

**12. Recruitment of a Trust Manager**

The job description and person specification for the recruitment of the trust manager have been changed to make the position more outward focussed, with the successful candidates having a real interest in the ecology of the Scrubs. Further consideration is now being given to including fund raising in this role or creating a further part time role to fulfil this opportunity.

**Committee to Note**

**13. Audit and Accounts**

The Trust Accounts and Annual report and draft audit findings will be presented to the December Committee (elsewhere on the agenda).

**Committee to Note**



## 14. Financial Forecast 2021/22

The financial forecast for Wormwood Scrubs Charitable Trust (“the Trust”) for 2021/22 is summarised below and is detailed in Annexe 1. Financial transactions for the financial year to date are set out in Annexe 2.

Activity	Outturn 2018/19	Outturn 2019/20	Outturn 2020/21	Budget 2021/22	Forecast 2021/22	Variance	Movement Between Years		Comments	Last Reported	Movement
							Budget	Forecast			
Pay and Display Meters & Cashless Parking	(351,834)	(324,945)	(212,757)	(300,000)	(322,837)	(22,837)	-41%	-52%	The budget is 92.3% of the 2019/20 outturn. Actual income April to October 2021 is £22,853 better than the budgeted period.	(317,334)	(5,503)
Hammersmith Hospital Car Park Licence	(337,229)	(346,995)	(353,547)	(360,619)	(359,775)	844	-2%	-2%	2021/22: £Q1 - Q3 @ £89,274.75 (signed agreement) plus forecasted Q4 @ £91,952.48	(360,619)	844
Other income from activities for generating funds	(371,078)	(322,073)	(331,286)	(330,814)	(340,867)	(10,053)	0%	-3%	KAA Income (£318,276); Pony Centre Income (£10,125); UKPN rent (£3446); Filing income (£6,000); and investment income (£3,020)	(340,867)	0
<b>Total Income and endowments</b>	<b>(1,060,141)</b>	<b>(994,013)</b>	<b>(897,590)</b>	<b>(991,433)</b>	<b>(1,023,479)</b>	<b>(32,046)</b>	<b>-10%</b>	<b>-14%</b>		<b>(1,018,820)</b>	<b>(4,659)</b>
Grounds Maintenance	719,895	738,368	769,767	774,859	705,154	(69,705)	1%	-8%	Grounds Maintenance cost: £680,304 plus apportioned governance cost: £24,850	773,888	(68,734)
Contribution to Linford Christie Stadium	32,356	84,205	63,174	63,510	63,746	237	1%	1%	Fixed annual cost of £31,500; £30,000 (two year additional contribution for repair and maintenance of changing rooms); plus £2,246 governance costs.	63,430	316
Other Expenditure	80,945	24,235	15,209	191,741	222,853	31,113	1161%	1365%	£45,000 Non-routine maintenance, £103,320 Asbestos removal, £32,703 roadway improvements, £32,027 Depot wall demolition; £1,950 bird and bat boxes plus £7,853 governance costs	196,241	26,612
Project Manager - Strategic Governance Review implementation	0	0	0	75,000	0	(75,000)	100%	100%	Manager is now forecasted to start in 2022/23 due job description revision	49,286	(49,286)
<b>Total Expenditure</b>	<b>833,196</b>	<b>846,808</b>	<b>848,151</b>	<b>1,105,109</b>	<b>991,754</b>	<b>(113,355)</b>	<b>30%</b>	<b>17%</b>		<b>1,082,845</b>	<b>(91,091)</b>
<b>Net (income)/expenditure</b>	<b>(226,944)</b>	<b>(147,206)</b>	<b>(49,439)</b>	<b>113,676</b>	<b>(31,725)</b>	<b>(145,401)</b>	<b>330%</b>	<b>36%</b>		<b>64,026</b>	<b>(95,751)</b>

The budget for 2021/22 was agreed with an anticipated deficit of £113,675 to be deducted from the Trust’s reserves. The current forecast (as at 5th December 2021) is a £31,725 surplus, which is £145,401 better than budget. The main reasons for this are increased parking income, reduced grounds maintenance costs and delayed Project Manager recruitment.

The Trust’s audited opening general unrestricted funds balance for 2021/22 was £938,377. Subject to audit, this 2021/22 outturn means that £970,102 general unrestricted funds will be carried forward to 2022/23. The Trust’s closing funds for 2021/22 are, therefore, estimated at £5,970,103 when £5,000,001 fixed asset unrestricted funds are added.

### Unbudgeted proposals

The cost of the Traffic Management System, with the annual ongoing cost is not included. The tender process will close on 17th December.

### Income (2021/22)

The 2021/22 income budget was set at £991,433. The current forecast, at £1,023,479, contributes £32,046 to the overall favourable budget variance.

The pay and display parking income budget was held at £300,000 (93.2% of the 2019/20 outturn). The current forecast is £322,837 as actual income year-to-date continues to indicate that parking levels are recovering.

For the first 7 months (April to October 2021) actual parking income was on average similar to equivalent 2019/20 period (only £719 less). Income was 83% better than the 2020/21 Covid-19 lockdown period, but £12,635 lower than the equivalent 2018/19 period.

2021/22 Parking income comparison with 2019/20 and 2020/21 (P&D and Meters)							
Month	2019/20 (£)	2020/21 (£)	2021/22 (£)	2019/20 Change (£)		2020/21 change (£)	
April	-£27,470.00	-£7,135.37	-£27,825.67	-£355.67	-1.3%	-£20,690.30	-290.0%
May	-£29,325.92	-£8,984.83	-£28,055.75	£1,270.17	4.3%	-£19,070.92	-212.3%
June	-£28,208.96	-£13,883.71	-£31,971.37	-£3,762.41	-13.3%	-£18,087.66	-130.3%
July	-£30,077.63	-£18,973.08	-£27,416.96	£2,660.67	8.8%	-£8,443.88	-44.5%
August	-£26,128.62	-£14,879.42	-£24,401.25	£1,727.37	6.6%	-£9,521.83	-64.0%
September	-£27,696.71	-£24,991.83	-£28,064.46	-£367.75	-1.3%	-£3,072.63	-12.3%
October	-£29,663.67	-£19,489.27	-£30,117.29	-£453.62	-1.5%	-£10,628.02	-54.5%
<b>Totals</b>	<b>-£198,571.51</b>	<b>-£108,337.51</b>	<b>-£197,852.75</b>	<b>£718.76</b>	<b>0.4%</b>	<b>-£89,515.24</b>	<b>-82.6%</b>

Implementation of weekend parking has been delayed so there is potential for 2022/23 income to exceed 2018/19 levels.

The forecast for Hammersmith Car Park Licence income is £359,775 (£844 below budget).

The 2021/22 budget for other income (£330,814) was primarily the £318,276 annual rental income payable by the Kensington Aldridge Academy (KAA). This remains the current projection for KAA income. The forecast is for other income sources to exceed budget by £10,053.

### Governance costs 2021/22

The indirect costs of managing the Wormwood Scrubs (governance costs – i.e. legal charges, audit fees and Central Finance support costs) are apportioned to expenditure based on value.

The 2021/22 governance costs budget was set at £28,000. The current forecast, at £34,950, is £6,950 more than budget due to the projected legal charges increase. The forecasted sum is apportioned as follows: planned contractual grounds maintenance (£24,850); Linford Christie Stadium contribution (£2,246); non-routine maintenance and other costs (£7,853).

### Expenditure 2021/22

The 2021/22 expenditure budget was set at £1,105,109 (£1,077,109 plus £28,000 governance costs). The current expenditure forecast is £991,754 (£956,804 plus £34,950 governance costs). This underspend contributes £113,355 to the favourable overall net budget variance.

The planned contractual Grounds Maintenance (GM) budget was set at 774,859 (using estimated price indices – DERV Fuel, Plant & Road Vehicles, and GLPC pay scales) Confirmed price indices (£626,186, April 2021 to January 2022) and estimated new contract costs from 1st February 2022 (£54,118) mean the current GM forecast is £705,154 (£680,304 plus £24,850 governance costs), which is a favourable variance of £69,705.

The budget for contribution to Linford Christie Stadium was set at £63,510 (£31,500 fixed contribution; £30,000 additional contribution; and £2,010 apportioned governance costs). The current forecast, at £63,746 (61,500 plus £2,246 governance costs) is £237 more than the budget.

The budget for other expenditure was set at £191,741 (non-routine maintenance (£45,000); one-off contribution to asbestos removal (£103,320); roadway improvements (£40,000); bird and bat Boxes (£1,950) and apportioned governance costs (£1,471)). The current forecast

is £31,113 above budget, at £222,853, owing mainly to depot wall demolition and increased governance costs apportionment.

Delayed recruitment of the project manager to 2022/23 contributes a £75,000 to the £145,401 underspend.

### Trust Funds

Subject to 2021/22 audit, general unrestricted income funds at the end of 2021/22 are now projected at £970,103, compared to the revised budget of £825,156.

Balance Sheet at end of Year						
	Outturn 2017/18	Outturn 2018/19	Outturn 2019/20	Outturn 2020/21	Revised Budget 2021/22	Forecast 2021/22
Tangible Assets	5,000,001	5,000,001	5,000,001	5,000,001	5,000,001	5,000,001
Cash at bank	251,781	753,688	630,800	684,358	825,156	970,103
Creditors	(9,900)	(11,500)	(52,131)	(46,258)		
Debtors	273,361	0	310,723	300,277		
<b>Net Assets</b>	<b>5,515,244</b>	<b>5,742,189</b>	<b>5,889,393</b>	<b>5,938,378</b>	<b>5,825,157</b>	<b>5,970,104</b>
<b>Fixed Assets unrestricted funds</b>	<b>5,000,001</b>	<b>5,000,001</b>	<b>5,000,001</b>	<b>5,000,001</b>	<b>5,000,001</b>	<b>5,000,001</b>
<b>Unrestricted Income Funds</b>	<b>515,243</b>	<b>742,188</b>	<b>889,392</b>	<b>938,377</b>	<b>825,156</b>	<b>970,103</b>
<b>Total Charity Funds</b>	<b>5,515,244</b>	<b>5,742,189</b>	<b>5,889,393</b>	<b>5,938,378</b>	<b>5,825,157</b>	<b>5,970,104</b>

### Committee to Note

## 2021/22 Financial Forecast

## Wormwood Scrubs Charitable Trust

## Statement of Financial Activities for Year ended 31 March 2022

Income and Expenditure	2021/22 Forecast	2020/21 Actual	Notes
	£	£	
<b>Income and endowments from:</b>			
Donations and legacies			
<b>Income from Charitable activities:</b>			
Pay and Display Parking Meters	(322,837)	(212,757)	Parking income is recovering and is almost at pre-COVID-19 levels
Hammersmith Hospital Car Park Licence	(359,775)	(353,547)	Contracted lease payments are expected to increase by inflation
Other trading activities	(337,847)	(338,391)	Includes income from the KAA, UKPN charging points, Pony Centre and filming income.
Income from Investments	(3,020)	(3,020)	Interest on cash balances and rental income from the park lodge.
Income from donations and grants		(94,365)	
<b>Total Income and endowments</b>	<b>(1,023,479)</b>	<b>(1,002,080)</b>	
<b>Expenditure on:</b>			
Raising funds	0	0	
<b>Charitable activities:</b>			
Contribution to Linford Christie Stadium	63,746	63,963	Contribution to Linford Christie Stadium plus proportion of governance costs.
Non Routine Maintenance of Wormwood Scrubs	46,644	13,730	Expenditure on non-routine grounds maintenance plus proportion of governance costs.
Routine Grounds Maintenance of Wormwood Scrub	705,154	779,370	Grounds Maintenance contracted spend plus proportion of governance costs.
Direct Staff	0	0	Project manager costs plus a proportion of governance costs
Charitable expenditure	0	94,365	
Other expenditure	176,210	1,668	Asbestos removal, roadway repairs and bird & bat boxes
<b>Total Expenditure</b>	<b>991,754</b>	<b>953,096</b>	
Net gains/(losses) on investments			
<b>Net (income)/expenditure</b>	<b>(31,725)</b>	<b>(48,984)</b>	
<b>Reconciliation of Funds</b>			
Total funds brought forward	(5,938,378)	(5,889,394)	
<b>Total funds carried forward</b>	<b>(5,970,104)</b>	<b>(5,938,378)</b>	

All income is unrestricted.

# Annexe 1

Wormwood Scrubs Charitable Trust Transactions (1st April 2021 to 6th December 2021)		
Activity	Comments	Amount £
		(364,189.13)
Other Expenditure	LINFORD CHRISTIE STADIUM ASBESTOS CLEARANCE CONTRIBUTION	103,320.00
Other Expenditure	ESTIMATE REF THAM2234 FROM M. LABELLE	32,702.94
Non Routine Maintenance of Wormwood Scrubs	CLEAN AND REFURBISH SIGNAGE AT WORMWOOD	650.00
Non Routine Maintenance of Wormwood Scrubs	SUPPLY SIGNS AS EST 42790 ARTWORK TO	636.78
Non Routine Maintenance of Wormwood Scrubs	INSTALLATION OF SIGNS AT WORMWOOD	1,487.00
Non Routine Maintenance of Wormwood Scrubs	INSTALL 15 BAT BOXES, WORMWOOD SCRUBS	1,050.00
Non Routine Maintenance of Wormwood Scrubs	REMOVING PROTESTOR BANNERALOFT IN TREES	300.00
Non Routine Maintenance of Wormwood Scrubs	1KAS/20563	2,060.00
Non Routine Maintenance of Wormwood Scrubs	FENCE REPAIR AT BMX AFTER DAMAGE DURING	660.00
Non Routine Maintenance of Wormwood Scrubs	FENCE REPAIR AT OLD OAK COMMON ALL	715.00
Non Routine Maintenance of Wormwood Scrubs	WORMWOOD SCRUBS, WOODLAND STAND	2,400.00
Non Routine Maintenance of Wormwood Scrubs	KAS/20878: RE-SECURE 1NO EXISTING SEAT	525.00
Non Routine Maintenance of Wormwood Scrubs	20 X FB14 PADLOCKS + 5 KEYS	371.50
Non Routine Maintenance of Wormwood Scrubs	TO REINSTATE COMMEMORATIVE BENCH AT	190.00
Non Routine Maintenance of Wormwood Scrubs	TO REINSTATE COMMEMORATIVE BENCH AT	(10.00)
Non Routine Maintenance of Wormwood Scrubs	1REPAIR HEIGHT RESTRCITION KAS20993	210.00
Non Routine Maintenance of Wormwood Scrubs	PROVIDE NEW POST AND CONCRETE FOR	890.00
Non Routine Maintenance of Wormwood Scrubs	ARCHITECT DRAWINGS OF THE WORMWOOD	925.00
Non Routine Maintenance of Wormwood Scrubs	PRS/21202 REPAIRS TO BARRIER AND	1,140.00
Non Routine Maintenance of Wormwood Scrubs	EMERGENCY REPAIR TO BOLLARD TO THE	400.00
Non Routine Maintenance of Wormwood Scrubs	RE-BED HAUNCHING ON MANHOLE. M04783	100.00
Non Routine Maintenance of Wormwood Scrubs	60 TONNES OF SANDY LOAM DRESSING SCRUBS	2,863.00
Non Routine Maintenance of Wormwood Scrubs	60 TONNES OF SANDY LOAM DRESSING SCRUBS	(0.68)
Other Expenditure	DEMOLITION AND DISPOSAL OF SCRUBS DEPOT	7,500.00
Other Expenditure	HOARDING FOR SCRUBS WALL- 20 X2 METRES	7,400.00
Other Expenditure	SCRUBS DEPOT WALL NEW BRICKS	7,251.00
Non Routine Maintenance of Wormwood Scrubs	WORMWOOD SCRUBS BRAYBROOK ST PLAY AREA	205.00
Non Routine Maintenance of Wormwood Scrubs	TRADE CARD: 6331640014982466. CUSTOMER	426.73
Non Routine Maintenance of Wormwood Scrubs	3NO LOCKABLE NOTICEBOARDS AS Q4432 DATED	3,498.00
Non Routine Maintenance of Wormwood Scrubs	ADDITIONAL CONTRIBUTION FROM WSCT TO LINFORD CHRIS	30,000.00
Non Routine Maintenance of Wormwood Scrubs	ANNUAL CONTRIBUTION FROM WSCT TO LINFORD CHRISTIE	31,500.00
Other Expenditure	WORMWOOD SCRUBS DEFIBRILLATOR - CARDIAC	985.00
Other Expenditure	ARTWORK FOR WORMWOOD SCRUBS SIGN	735.00
Other Expenditure	CONSULTANCY: PARK LODGE- REVIEW AND OPTIONS	1,950.00
Governance Costs - Legal	Legal fees	2,250.00
Governance Costs - Legal	Legal fees	475.00
Governance Costs - Legal	Legal fees	7.20
Governance Costs - Legal	Legal fees	1,094.40
Governance Costs - Legal	Legal fees	1,137.60
Governance Costs - Legal	Legal fees	734.40
Governance Costs - Legal	Legal fees	1,382.40
Governance Costs - Legal	Legal fees	38.00
Governance Costs - Legal	Legal fees	14.40
Governance Costs - Legal	Legal fees	410.40
Governance Costs - Legal	Legal fees	2,152.80
Governance Costs - Legal	Legal fees	572.00
Governance Costs - Legal	Legal fees	14.40
Governance Costs - Legal	Legal fees	79.20
Governance Costs - Legal	Legal fees	2,138.40
Governance Costs - Legal	Legal fees	21.60
Governance Costs - Legal	Legal fees	21.60
Governance Costs - Legal	Legal fees	1,101.60
Governance Costs - Legal	Legal fees	748.80
Governance Costs - Legal	Legal fees	2,044.80
Governance Costs - Legal	Legal fees	230.40
Governance Costs - Legal	Legal fees	172.80
Governance Costs - Legal	Legal fees	288.00
Governance Costs - Legal	Legal fees	172.80
Governance Costs - Legal	Legal fees	288.00
Governance Costs - Legal	Legal fees	(172.80)
Governance Costs - Legal	Legal fees	(288.00)
Other Expenditure	BC RECHARGE BURLINGTON DANES SCH 2021/00912/DESIGN	900.00



Activity	Comments	Amount £
Governance Costs - Audit	Audit Fees	(9,750.00)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INCOME APRIL 2021 VAT	(27,825.67)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INCOME MAY 2021 VAT	(28,055.75)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INCOME JUNE 2021 VAT	(31,971.37)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INCOME JULY 2021 VAT	(27,416.96)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INCOME AUGUST 2021 VAT	(24,401.25)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INC SEPT 2021 VAT	(28,064.46)
Pay and Display Parking Meters	WORMWOOD SCRUBS PARKING INC OCT 2021 VAT	(30,117.29)
Pay and Display Parking Meters	FILMIMNG SCRUBS LANE CAR PARK - PARKING	(866.95)
Pay and Display Parking Meters	FILMIMNG SCRUBS LANE CAR PARK - PARKING	(866.95)
Pay and Display Parking Meters	FILMIMNG SCRUBS LANE CAR PARK - PARKING	(866.95)
Other trading activities	FILMING - WORMWOOD SCRUBS - PHOTO SHOOT	(1,433.57)
Other trading activities	HIRE OF 11-A-SIDE PITCH	(99.60)
Other trading activities	Charing Cross Hospital Adjustment	(107,129.10)
Other trading activities	Charing Cross Hospital Adjustment	107,129.10
Other trading activities	Charing Cross Hospital Adjustment	(67,800.00)
Other trading activities	Charing Cross Hospital Adjustment	67,800.00
Other trading activities	Charing Cross Hospital PERIOD Q1: 25/03/21 TO 23/06/210 (WWD SCBS CR PK)	(89,274.25)
Other trading activities	Charing Cross Hospital PERIOD: 29/09/21 TO 24/12/21 (WWD SCBS CR PK)	(89,274.25)
Other trading activities	Charing Cross Hospital PERIOD: 24/06/21 TO 28/09/210 (WWD SCBS CR PK)	(89,274.25)
Other trading activities	Kensington Aldridge Academy - APRIL 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - MAY 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - JUNE 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - JULY 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - AUGUST 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - SEPT EMBER 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - OCTOBER 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - NOVEMBER 2021	(26,523.00)
Other trading activities	Kensington Aldridge Academy - DECEMBER 2021	(26,523.00)
Income from Investments	Mr Jenkyns Keigwin APRIL TO SEPT 2021 - PK LDG	(546.00)
Income from Investments	Mr Jenkyns Keigwin OCT TO DEC 2021 - PK LDG	(273.00)
Other trading activities	UPKN RENT 202122 @ X3446 P.A	(3,446.00)
<b>Main activities</b>		<b>(459,467.05)</b>
Governance Costs	WSCT Manager	3,633.25
Governance Costs	WSCT Manager	3,633.25
Governance Costs	WSCT Manager	3,716.50
Governance Costs	WSCT Manager	3,716.50
Governance Costs	WSCT Manager	3,716.50
Governance Costs	WSCT Manager	3,716.50
Governance Costs	WSCT Manager	3,716.50
Governance Costs	WSCT Manager	3,716.50
Governance Costs	WSCT Manager	399.68
Governance Costs	WSCT Manager	399.68
Governance Costs	WSCT Manager	411.17
Governance Costs	WSCT Manager	411.17
Governance Costs	WSCT Manager	411.17
Governance Costs	WSCT Manager	411.17
Governance Costs	WSCT Manager	411.17
Governance Costs	WSCT Manager	411.17
Governance Costs	WSCT Manager	621.28
Governance Costs	WSCT Manager	621.28
Governance Costs	WSCT Manager	635.52
Governance Costs	WSCT Manager	635.52
Governance Costs	WSCT Manager	635.52
Governance Costs	WSCT Manager	635.52
Governance Costs	WSCT Manager	635.52
Other Expenditure	JOB N 2054844, REMOVAL OF HS2 PROTESTOR	200.00
Other Expenditure	JOB N 2054912, REMOVAL OF PROTESTOR ROPE	120.00
Governance Costs	JAPANESE KNOTWEED TREATMENT AT WORMWOOD	700.00
Governance Costs	WORMWOOD SCRUBS- ADDITIONAL FEES FOR	6,952.50
Governance Costs	WORMWOOD SCRUBS GRAZING CONSULTANT .	440.00

Activity	Comments	Amount £
Governance Costs	JAPANESE KNOTWEED TREATMENT AT WORMWOOD	1,050.00
Governance Costs	JAPANESE KNOTWEED TREATMENT AT WORMWOOD	700.00
Governance Costs	Legal and administration	10.35
Governance Costs	Legal and administration	9.05
Governance Costs	Legal and administration	8.28
Governance Costs	Legal and administration	8.31
Governance Costs	Legal and administration	8.57
Governance Costs	Legal and administration	8.69
Governance Costs	Legal and administration	6,975.00
Governance Costs	Legal and administration	1,344.00
Governance Costs	Legal and administration	3.00
Governance Costs	Legal and administration	388.80
Governance Costs	Legal and administration	100.00
Governance Costs	Legal and administration	583.20
Governance Costs	Legal and administration	200.00
Governance Costs	Legal and administration	403.20
Governance Costs	Legal and administration	1,260.00
Governance Costs	Legal and administration	100.80
Governance Costs	Legal and administration	352.80
Governance Costs	Legal and administration	1,404.00
Governance Costs	Legal and administration	14.40
Governance Costs	Legal and administration	43.20
Governance Costs	Legal and administration	187.20
Governance Costs	Legal and administration	751.20
Governance Costs	Legal and administration	151.20
Governance Costs	Legal and administration	1,000.00
Governance Costs	Legal and administration	11,567.84
Governance Costs	Legal and administration	1,047.80
Governance Costs	Legal and administration	2,217.00
Governance Costs	Legal and administration	1,488.00
Governance Costs	Legal and administration	4,086.60
Governance Costs	Legal and administration	643.71
Governance Costs	Legal and administration	2,354.24
Governance Costs	Legal and administration	2,251.22
Governance Costs	Legal and administration	350.68
Governance Costs	Legal and administration	5,569.23
Governance Costs	Legal and administration	6,762.58
Governance Costs	Legal and administration	1,666.21
Governance Costs	ACCRUALS-WSC T020-LAND USE INVOICE-HS2 DEBTOR	2,805.00
Governance Costs	HS2 CHARGES	(700.00)
Governance Costs	HS2 CHARGES	(10,197.50)
<b>HS2 Ltd</b>		<b>95,277.92</b>
<b>Overall Result</b>		<b>(364,189.13)</b>

## APPENDIX A

### KDFC PROPOSALS

The plan remains essentially as agreed but has been tweaked as:

- Since starting these discussions the FA changed the run off from 2m to 3m around the grass pitch
- The Planning Permission stipulated that the grass pitch be 4.5M from the line of Poplars, whereas a later communication requested 7.5M
- LBHF favour increasing the footprint of the two 5 x 5 pitches, at the expense of KD, to create a FA regulation 7x 7 pitch when amalgamated. The Football Foundation might contribute towards the cost of a 7x7.
- The squeezing of space lead to:
  - No room being available to create a separate access from within LCS to LBHF/WSCT's MUGA and 5 x 5 pitches
  - Exacerbated the pinch point created by the "Additional Premises" protruding into the grass pitch.
- LBHF favour creating a spectator enclosure for the hockey pitch. It does not currently exist.

The plans have therefore been amended as follows:

#### The LCS Pitches Final Plan:

- The grass pitch has been moved further away, to 7.5m, from the line of Poplars
- A central access has been introduced to the MUGA and 7 x 7 pitches from inside LCS
- A dedicated spectator enclosure has been introduced for the hockey pitch
- The two 5 x 5 pitches have been increased in size so that they can be amalgamated into a 7 x 7.
- The "Additional Premises" have been included in KD's demise, as catered for in the Agreements.
- The Yard "Sheds" repositioned, at KD's expense

#### The LCS Playground Final Plan:

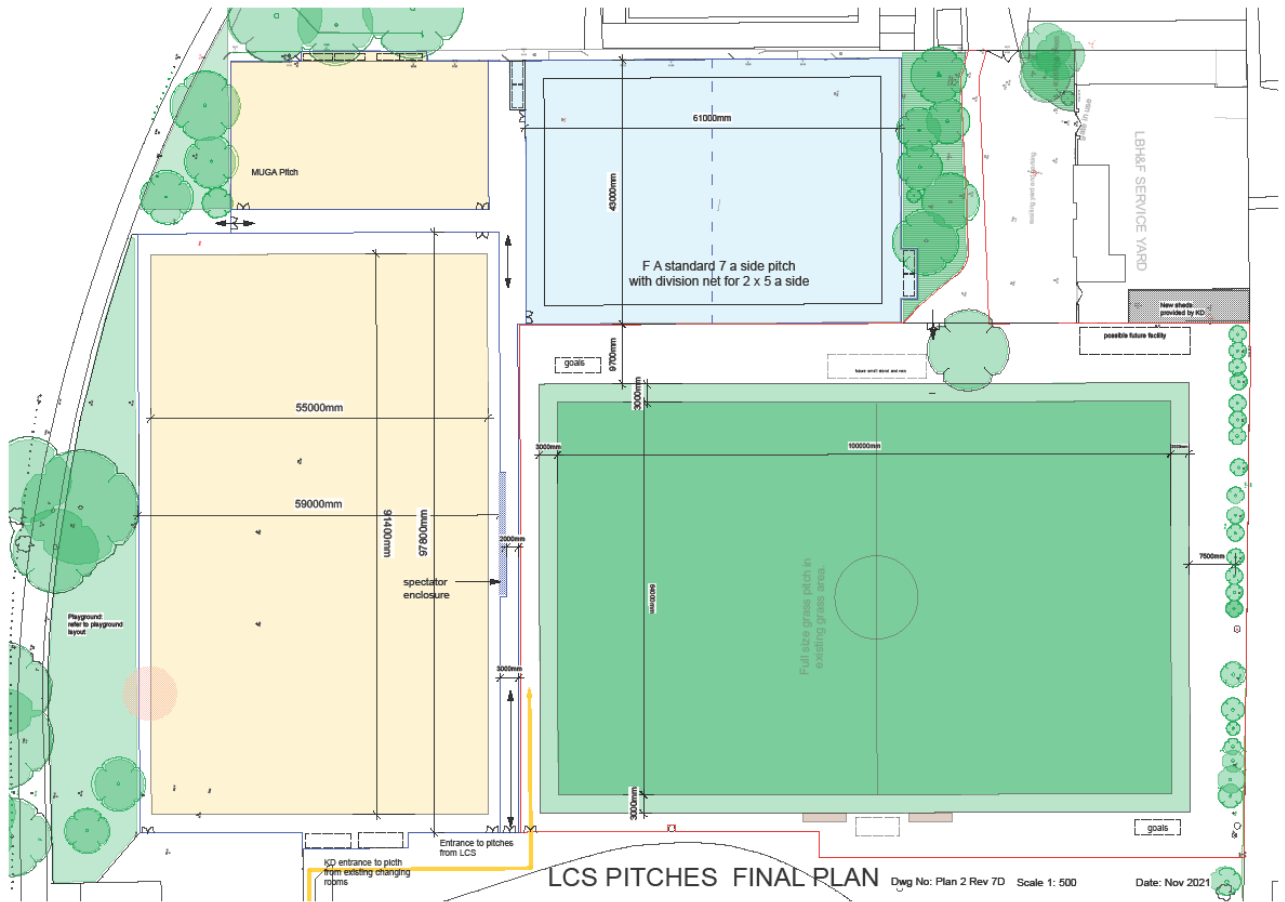
- The positions of the playground equipment, plus a new bench paid for by KD, are shown with a schedule for identification
- The northern fence has been repositioned, at KD's cost, so that it is a constant 1m back from the edge of the path.

#### The LCS Playground Equipment:

- Photographs of the existing equipment are shown so that they can be related to the Playground Plan.

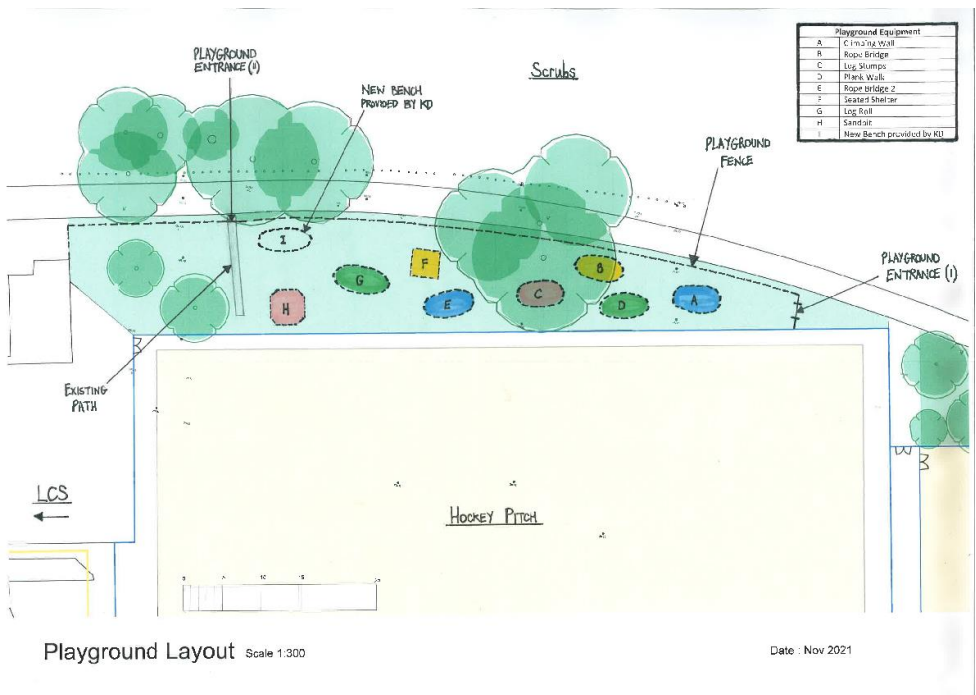


### LCS Pitches Final Plan



LCS PITCHES FINAL PLAN Dwg No: Plan 2 Rev 7D Scale 1: 500 Date: Nov 2021

### LCS Playground Final Plan



Playground Layout Scale 1:300

Date: Nov 2021



## Appendix 2 - Wormwood Scrubs updates

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Date	<b>15 December 2020</b>
Classification	<b>Information</b>
Title of report	<b>Service update</b>
Report of	<b>Community Safety Unit</b>
Report author(s)	<b>Ahmad Rafique</b>

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### Law Enforcement Team Officers for your area –

**Ahmad Rafique, Senior Law Enforcement Officer**  
**Neil Morrison, Senior Law Enforcement Officer**  
**Paul Buzsaki, Law Enforcement Officer, College Park & Old Oak ward**  
**Magdalena Niedzwiedz, Law Enforcement Officer, College Park & Old Oak ward**

### Summary:

This report outlines the role and works undertaken by the Law Enforcement Officers in Wormwood Scrubs.

The Law Enforcement Team (LET) was launched in April 2021 following the amalgamation of various teams, including the Neighbourhood Wardens, Parks Police, Street Scene Enforcement and Highways Enforcement. The LET comprises 72 uniformed officers, and the service operates 24/7, 362 days a year.

The LET's main objectives are:

- To support the Council's vision to be the best Council and deliver continuous improvement for our residents.
- To be the cleanest and safest borough.
- To work in partnership with council services, residents, partners and external agencies to develop a coordinated approach to solving issues and increasing resident satisfaction.
- To support the Police and other partners to protect residents from anti-social behaviour and crime.
- Tackle persistent issues, particularly in known hotspots in the borough.

### Details of our work in and around WWS since mid-July 2021:

#### Hi-Visibility patrols:

From mid-July to end of November 21, Officers have reported 425 various interactions. LET Officers have patrolled Wormwood Scrubs daily. Officers have engaged with residents, visitors, dog walkers, hospital workers, event organisers, public gym users, stakeholders and facility users.

#### Public reassurance and safeguarding work:

- LET officers served the High Court eviction Orders on the HS2 campers' representatives.
- Routinely checked on the well-being of HS2 protestors before they safely vacated their camps.
- Undertaking daily patrols ensuring no unauthorised campers occupying WWS
- Dealing with the Unauthorised music events in collaboration with the Police
- Undertaking regular patrols to deter crime and fear of crime
- Inspect the litter bins, conduct knife sweeps, report waste for clearance, and report damage to litter bins and other park furniture.
- Following an unfortunate incident where a female was attacked, LET officers patrol the area/ footpath from the car park leading to Braybroke Street at the rear of the WWS Prison. These patrols are undertaken daily
- LET officers have engaged with two unauthorised campers who were reportedly occupying the wooded areas on the eastern side of WWS. Both were spoken to, and advice on where to seek further assistance was offered, including checking on their well-being. Both were advised to remove their camps, and which was complied with; however, this took longer than anticipated.
- LET officers were alerted by colleagues from IDVerde male frequenting the woodland area and harassing park users. LET officers patrolled the reported woodland area but were unable to apprehend the individual. IDVerde staff have not seen him around since. Regular patrolling through the woodland is being undertaken, and officers will try to engage with the reported male on the reported matter and his well-being, etc.
- The HS2 campers have removed their items and the structures they erected from WWS.
- LET's Night Team has engaged with a group of young males in the car park at the rear of Hammersmith Hospital. Officers introduced themselves and advised the group to refrain from gathering in the car park.
- Whilst on patrol near the pony paddock, Officers saw a large aggressively dog running off the lead and heading towards the children's play area with no owner. After following the dog into the woods opposite the paddock, officers identified the owner and spoke to him about his dog being left off the lead and unattended. This matter has since been reported to the local SNT.

WWS is patrolled both by the North officers and the Night Teams – these taskings we will continue for the foreseeable future.

#### Safeguarding the Council Assets:

- Vehicles being parked on the grass.
- Reporting on broken bollards
- Reporting of any damage to the infrastructure at WWS
- Engagement with the Event Organisers, advising them not to park their vehicles on the green
- Checking on any unauthorised usage of WWS (sports events, personal training, unauthorised campers/ gazebos, illegal street trading (ice cream vendors, hot dog sellers, etc.).
- Regular patrols are being undertaken, ensuring no unauthorised campers are sighted at WWS.

#### Park Locking:

- LET officers lock the WWS main gates daily
- Reporting on any defects to gates, metal bollards, fences, trees, grass, path, car parking areas, etc

#### Engagement with Residents/ WWS users:

- Walkabout with the Friends of WWS was arranged and attended to discuss the ongoing issues and the upkeep of the WWS.
- Since 18th July 2021, LET officers have engaged with over 130 residents/ dog walkers/ Hospital workers/ users of WWS and gave them calling cards with ward officer details. LET officers introduced themselves to residents, spoke of the LET service, and provided advice on contacting us. This is an excellent opportunity to reach out to our residents on broader issues.
- During one of the engagements, LET officers met with the Chair of Bentworth TRA and gave her a few LET Service's calling cards to the broader neighbourhood/ residents.

#### Collaborative working:

- LET officers work closely with IDVerde on the upkeep of the WWS.
- Attend a monthly meeting with the partners of WWS to discuss any points of interest, including the HS2 protestors
- LET officers have attended and provided reassurance patrols whilst the HS2 camps were being emptied/ removed.
- Attending ASB North Forum to discuss the ASB related issues in the North of the Borough
- Working closely with the local SNT, CSU, MET Intelligence, HS2 rep, BTP, IDVerde, users of WWS to share intelligence and enhance the partnership working.
- Working closely with the Councils' CCTV Control Room on ASB, campers, Anti Vaxers, etc.

#### **How to contact the LET:**

We are aware that residents and resident groups will want to know their ward officers, and we are committed to ensuring that this happens. It is important that our ward officers know as much about their ward as possible and that residents are essential to assisting us with this knowledge.

If you would like to meet with the Seniors or the ward Officers on-site to undertake a site visit around WWS, please email [oldoakcollegepark\\_northwards@lbhf.gov.uk](mailto:oldoakcollegepark_northwards@lbhf.gov.uk) or the team seniors at [Ahmad.Rafique@lbhf.gov.uk](mailto:Ahmad.Rafique@lbhf.gov.uk) / [Neil.Morrison@lbhf.gov.uk](mailto:Neil.Morrison@lbhf.gov.uk).

To contact the LET, via telephone please call 020 8753 1100 and via [LET.HF@lbhf.gov.uk](mailto:LET.HF@lbhf.gov.uk). When you contact us, your enquiry is logged and allocated to a ward officer. Ward officer will contact you with updates and arrange to meet or speak with you etc. Old Oak & College park ward has now a dedicated email address which is [oldoakcollegepark\\_northwards@lbhf.gov.uk](mailto:oldoakcollegepark_northwards@lbhf.gov.uk)

The team website be accessed here - <https://www.lbhf.gov.uk/crime/law-enforcement-team>

#### **What's a Law Enforcement Officer and what do they do?**

A Law Enforcement Officer carries out local area patrolling to provide the first point of contact with residents, businesses and other bodies:

- To increase public confidence and reduce the fear of crime
- To prevent and deal with Anti-Social Behavior (ASB)
- To protect the quality of the local environment.

They carry out investigations into ASB and environmental crime and use appropriate legislation to maintain a public realm that is welcome to all.

A Law Enforcement Officer does all this by working closely with Council departments, Contractors, the Police and other agencies, to provide a clean and safe borough for all our residents and visitors alike.

Law Enforcement Officers are empowered to take enforcement action in line with local and statutory legislation to deal with Anti-Social behaviour and environmental offences. They can:

- Request name and address and issue a fixed penalty notice
- Request name and address of a person acting in an Anti-Social manner
- Intervene and stop offences that may cause injury, alarm and distress to another person or damage / loss of another's property
- Confiscate alcohol and cigarettes from any person underage
- Confiscate alcohol from any person in a designated public space

They also act as professional witnesses gathering evidence, interviewing witnesses and perpetrators and taking statement that can be used as evidence in the courts. In addition, they undertake a raft of prevention, intervention and diversion activities.

The team deal with

Fly tipping
Trade waste
Highways obstruction
Overhanging vegetation
Dog fouling
Littering
Graffiti
Illegal street trading
Anti-Social behaviour
Unauthorised encampments
Park Byelaws
Front garden waste
Provide high visibility reassurance patrols in parks, roads and housing land
Disperse crowds
Lock all parks and cemeteries

To report a crime or in an emergency, please contact the police on 101 or 999

<b>Parks Commission Report</b>	
<b>15th December 2021</b>	
<b>Report to Wormwood Scrubs Charitable Trust Committee</b>	
<b>Report Author:</b> Stephen Hollingworth, Advisor to the Trust	<b>Contact Details:</b> <a href="mailto:Stephen.Hollingworth@lbhf.gov.uk">Stephen.Hollingworth@lbhf.gov.uk</a>

## 1. Executive Summary and Decisions Sought

This is a covering report accompanying the final report and recommendations of Hammersmith & Fulham's (H&F) resident-led Parks Commission (Appendix A). The commission launched in January 2020, and their recommendations follow a year of extensive research and engagement with council officers, residents, and other park users and stakeholders. Interim recommendations were made in June 2020 to support the re-procurement of the grounds' maintenance contract.

The committee are asked to note, and comment, on the final report and recommendations of H&F's resident-led Parks Commission (Appendix A)

### **Background Papers Used in Preparing This Report**

[Hammersmith & Fulham Parks Commission – interim report, 1<sup>st</sup> June 2020](#)

## 2. Background

In January 2020, the council appointed ten local resident commissioners following an open call for expressions of interest, to review the borough's vision, strategy and management of parks and open spaces, answering three core questions:

- i. What is the vision for our parks, green and open spaces?
- ii. What is the best way to involve local people in the decisions made about our parks?
- iii. What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?

The commission researched and engaged widely in developing its recommendations, including:

- i. An open call for evidence from residents during spring 2020
- ii. Online resident survey
- iii. Online consultation with 'friends of' parks groups, tenants' and residents' associations, and park sports and service providers

- iv. Examination of documentary evidence
- v. Discussions with a wide range of residents, council officers, other stakeholders, and external experts.

In June 2020, the commission produced interim recommendations to support the development of the council's procurement strategy for the grounds maintenance of parks, public open spaces and housing estates (Appendix B.3). An update on the council's implementation of these is available at Appendix B.4. Further recommendations beyond the grounds maintenance procurement were held over for inclusion in the commission's final report, which was presented to Cabinet on 6th December 2021.

These final recommendations are the product of enormous dedication, time, diligent research and extensive discussion from each of the commissioners, and the council is greatly indebted to them for their efforts.

### **3. Recommendations of the Commission's report**

The commission's report makes twenty-two practical headline recommendations concerning democracy and decision-making, how parks are maintained and used, how they financed, and how green spaces and biodiversity are enhanced and protected.

Each headline recommendation is accompanied by more detail, and proposed outputs and timelines for implementation.

The findings and recommendations are attached as Appendix A.

### **4. Reasons for decision**

The report represents a thorough analysis and insightful vision for the borough's open spaces.

### **5. Consultation**

The commission was formed to give resident-led proposals to the council on the vision and management of parks. The commission engaged extensively with the community in preparing this report, including through an online resident survey (a summary of responses is included as Appendix B.5) and survey of service providers (Appendix B.8), as well as discussions with individual and group stakeholders.

## **LIST OF APPENDICES**

[Appendix A: Parks Commission final report](#)

[Appendix B: Parks Commission appendices](#)





The Report of the  
London Borough of  
Hammersmith and Fulham  
Independent  
Parks Commission







# **The Report of the London Borough of Hammersmith and Fulham Independent Parks Commission**

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## *Introduction*

The London Borough of Hammersmith and Fulham's Independent Parks Commission, convened in January 2020, was asked to provide recommendations on how residents can get the most from the borough's parks and open spaces, improve and protect them and make them sustainable for future generations.

As an independent commission, we are reporting our findings to the borough's Community Safety and Environment Policy and Accountability Committee.

We have found that our aspirations for parks and open spaces are shared by the Council and its strategic leadership team. Our endeavour has been to examine how the Council might better achieve these aspirations, and how it might improve, protect and sustain these essential amenities so that they are available to all residents now and in the future.

In reaching our conclusions and making our recommendations, we have looked at existing policies and their application and consulted with residents, stakeholders, council staff, contractors and other UK based park and open space organisations.

Our report set out to address the [terms of reference](#) set out by the Council for the review. These include:

- What is the vision for our parks, green and open spaces?

- What is the best way to involve local people in the decisions made about our parks?
- What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?

## *The work of the Commission*

An open call for commissioners was advertised in the Council's newsletter, and a group of residents with mixed perspectives was appointed by the chair, the leader of the Council, and the chair of the Council's Community Safety and Environment Policy and Accountability Committee.

The Commission made a call for evidence from residents during spring 2020. We engaged widely with residents, park users and local communities, despite limitations presented by the Covid-19 pandemic. Submissions to the Commission were made through an online survey, detailed letters, and online consultation with 'Friends of parks, and tenants' groups as well as park sports and service providers. The Commission spoke to a wide range of stakeholders and is extremely grateful for the wealth of input received.

From our early engagement a set of principles emerged which underpin our recommendations. These are:

- The parks belong to the residents of Hammersmith and Fulham; they are stakeholders and, in conjunction with the Council, the custodians of parks today and in the future.
- Use of Parks should be affordable for all residents.
- Decision-making should be transparent and inclusive.
- Parks can have an overwhelming positive impact on individual's health and well-being, providing significant indirect economic benefit.
- Funding for parks should be enhanced by efficient management of facilities.
- Parks should do their best to meet the diverse needs of residents.
- There should be explicit and obvious ways for residents to engage with their parks.
- Parks should showcase the Council's support for biodiversity and achieving net zero carbon.
- Park users should be expected to respect other users.

The Commission worked with Council Officers and others to gather documentary evidence and developed its recommendations, guided by the evidence base, the principles outlined above, and the Commission's terms of reference.

## Vision

The parks, green and open spaces in the London Borough of Hammersmith and Fulham should be accessible and affordable for all. They should be funded in the same way as any essential service, so that all residents have access to space and facilities to maintain mental and physical health and wellbeing.



### *Headline recommendations*

The headline recommendations of the Parks Commission are given below with links to a more detailed description of each recommendation, including proposals for implementation.

#### **1. Parks Forum**

In order to achieve greater resident participation in our parks' policies and planning and provide greater oversight of practices and maintenance, the Council should establish a permanent, borough-wide, resident led Parks Forum that will:



- Support local park stakeholder groups; represent the interests of parks without a resident park stakeholder group and provide a forum where those stakeholder groups can come together to share ideas and concerns.
- Consult with the Council on borough-wide strategic park plans, park improvements, maintenance and expenditure.
- Ensure wide public engagement in decisions about parks.
- Assist the Council in providing oversight of the park stakeholder groups and the refreshed memorandum of understanding to which they subscribe.
- Provide independent oversight for the implementation of the adopted recommendations from this report.

The Parks Forum will act as an umbrella body to work collaboratively with the Council, park stakeholder groups and residents to ensure inclusivity, enhance transparency, and build consistency in the decision making around parks.

[Detailed recommendation](#)

## **2. Park Stakeholder Groups**

Parks should be encouraged and supported by the Council to have an inclusive and active volunteer-led stakeholder or Friends group to represent users and residents given the positive impact such groups can have on the surrounding community. The criteria used for recognition as a park stakeholder or Friends group should be clearly laid out through a refreshed “memorandum of understanding” and be applied consistently across the borough. Council Officers, with regular Council and Parks Forum oversight, should ensure the terms of the MOU are being met. In return, these park stakeholder or Friends groups should be supported by Council officers, and actively be consulted about maintenance, plans for use and priorities for investment in their respective parks.

[Detailed recommendation](#)

## **3. Park affordability and pricing policies**

The Council should immediately review its charging and pricing policies for park land use to ensure that residents, in particular schools and young people, are not prevented from using park facilities because of prohibitive costs. Pricing should be simple, transparent, and consistent and offer good value for money, with some means of access for those who cannot pay.

[Detailed recommendation](#)

#### **4. Digital Park Hub and information boards**

The LBHF should create a centralised digital platform (Digital Parks Hub) that brings all information and activities around parks into one easy to access location. It should include basic information on all the borough's parks, enable users to book and pay for all facilities, provide up-to-date information on forthcoming events, help residents get involved, and allow users to report concerns and suggest ideas. This will also provide improved data on park usage for the Council and generate meaningful cost efficiencies. Large up to date notice boards at the main gates of parks should supplement the Digital Hub so everyone can access basic information.

[Detailed recommendation](#)

#### **5. Park Wardens**

Each park should have a designated and named park warden. The park warden should be the direct contact for all residents regarding all issues pertaining to their park, and provide oversight for the activities, facilities bookings and maintenance in their park ensuring any issues or disputes that arise are resolved quickly.

[Detailed recommendation](#)

#### **6. Park Officer Team**

The LBHF Park Officer team should be reviewed to ensure it contains the right capability and expertise to enable effective and efficient management of the park estate.

[Detailed recommendation](#)

#### **7. Transparent park funding**

The Council should provide transparent information on how parks are funded to all residents. This should include all sources of funding, including: money generated from the parks directly and through the annual council budget; available Section 106 (S106) and Community Infrastructure Levy (CIL) funding; approved grants.

[Detailed recommendation](#)

#### **8. Ongoing commitment to basic park funding**



Regardless of total income and funding generated by and for parks in any given year, the Council should provide basic park maintenance and repairs from its annual budget on a continual, long-term basis. The Commission suggests the Council should acknowledge the many benefits of parks for residents and users and make a clear commitment to support park funding over the long term.

[Detailed recommendation](#)

## **9. Park strategic plans**

All major parks (i.e. those that are large in size and/or have high footfall) should have a dedicated strategic plan which includes focus areas for maintenance and priorities for investment for the next several years. These plans should be written in collaboration with the local recognised park stakeholder group and the Parks Forum, and reviewed and refreshed annually. Their facilities should be reviewed and basic amenities, for example toilets; their maintenance and cleaning, should be included in strategic plans. Smaller and lower footfall parks should have a combined plan, which outlines focus areas and priorities amongst them. Decisions about investment allocation across parks should be based on these plans, transparent, and balanced.

[Detailed recommendation](#)

## **10. Contracts for leasing park land**

Contracts for use of park land or long-term delivery of services on park land should benefit residents and the community. In particular, contracts that exclusively lease land to privately run businesses should be commercially competitive, appropriately account for the value of the land, not be linked solely to operator profit, be subject to rent review clauses and offer provisions for access to those who cannot pay (where appropriate).

[Detailed recommendation](#)

## **11. Policies to encourage entrepreneurship and innovation**

Park and Council policies should encourage new partnership structures that support the local community and generate income for reinvestment.

[Detailed recommendation](#)

## **12. Powering parks**

The Commissioners believe there is scope to investigate the feasibility of installing Ground Source Heat Pumps (GSHPs) under land and/or buildings in some of the borough's parks and open spaces to generate carbon-free energy. We recommend the

Council consults with independent engineering consultancies and draws up a borough-wide open space green energy strategy. The installation of GSHPs should be considered whenever refurbishment projects in LBHF parks are under discussion and must be included in the Council's green energy strategy.

[Detailed recommendation](#)

### **13. Park activities and involvement – including apprenticeships and volunteering**

In the interim report the Commission proposed that the creation of a park maintenance apprenticeship scheme as well as work placements for young people and people with disabilities should be rewarded and written into the new maintenance contract. There are also broader opportunities for developing skills, interests and social relationships in the parks. Where possible, parks should have an activities plan, addressing community needs and aspirations to help support this.

[Detailed recommendation](#)

### **14. Park land use**

The Council should seek to better understand the range of park needs from our specific resident demographic, as well as schools and other community groups within LBHF who rely on parks. This understanding should be updated at a reasonable interval (e.g. every 5 years) to reflect changes. The resulting information should be used to make informed decisions about the fair allocation of park space. Residents and park stakeholder groups should be consulted on proposed changes to this balance.

[Detailed recommendation](#)

### **15. Ensure existing open space is protected**

The Council should ensure that existing open space is strongly protected from encroachment and inappropriate development. The guiding principle should be that no publicly owned open space – including allotments, cemeteries and open space on school land - be lost without providing equivalent new open space in the borough.

[Detailed recommendation](#)

### **16. New open space creation**

The Council should use planning policy to create more publicly accessible usable open space. As part of this, the Council should rewrite its planning guidelines requiring new developments to provide more usable public and public/private open space. New open

space should be environmentally friendly (in terms of layout, type of landscaping materials and planting) and provide public connectivity with other open spaces and green corridors.

[Detailed recommendation](#)

## **17. Biodiversity statistics**

The Council should monitor and report biodiversity enhancements carried out in the Borough. The Council should use the information from the biodiversity survey it is currently conducting to inform strategy, while the Commission recommends that annual biodiversity statistics should be published.

[Detailed recommendation](#)

## **18. Meadow and wild habitat creation**

To improve biodiversity in parks and open spaces, the Council should introduce a rolling programme of new wildflower meadows, mown twice annually with specialised machinery. This should be part of an initiative to increase and enhance wildlife habitats and support biodiversity in parks and open spaces carried out following consultation with users and local stakeholders.

[Detailed recommendation](#)

## **19. Tree planting**

The Council should greatly accelerate its rolling programme of tree-planting to improve biodiversity and CO2 absorption. This proposal should not just include the parks but pavement and road closure sites and decommissioned car parking spaces. Usage of park land for this purpose should always be done in consultation with residents and users.

[Detailed recommendation](#)

## **20. Vegetative pollution barriers**

With air pollution from vehicle emissions a serious problem in the borough on its six-lane highways (including Talgarth Road/Great West Road, the West Cross Route and the A40), the Council should undertake extensive tree planting to restrict the spread of pollutants and consider hedges for localised shielding of pedestrians and walkers.

[Detailed recommendation](#)

## 21. Best horticultural practice

The Council should aim to raise horticultural standards throughout its parks and open spaces. Good horticultural and ecological management must be specified and delivered by the maintenance contractor. The best horticultural practice notes should include soil care, best practice in tree and plant pruning, planting for pollinators, and use of integrated weed/pest management. It should also give up-to-date advice relating to the spread of newly introduced pests and diseases and new research on pollinators.

[Detailed recommendation](#)

## 22. Riverfront strategic concept

With completion of the Thames Riverside Walk and new developments increasing the popularity of the riverfront, the Council should seek to develop a unified plan for the area. It should be considered in its entirety to improve provision and biodiversity.

[Detailed recommendation](#)





## *Detailed Recommendations*



### **1. Parks Forum**

#### Headline recommendation

In order to achieve greater resident participation in the policies and planning and provide greater oversight of practices and maintenance, the Council should establish a permanent, borough-wide, resident led Parks Forum that will:

- Support local park stakeholder groups; represent the interests of parks without a resident park stakeholder group and provide a forum where those stakeholder groups can come together to share ideas and concerns.
- Consult with the Council on borough-wide strategic park plans, park improvements, maintenance and expenditure.
- Ensure wide public engagement in decisions about parks.
- Assist the Council in providing oversight of the park stakeholder groups and the refreshed memorandum of understanding to which they subscribe.
- Provide independent oversight for the implementation of the adopted recommendations from this report.

The Parks Forum will act as an umbrella body to work collaboratively with the Council, park stakeholder groups and residents to ensure inclusivity, enhance transparency, and build consistency in the decision making around parks.

#### Detailed recommendation

In order to facilitate better engagement, communication, and oversight of parks throughout the borough we recommend that the Council constitute a permanent, resident led “Parks Forum.” This committee of (we suggest nine to eleven) residents would be an umbrella body

collaborating with the Council and residents to achieve greater public involvement in the decisions about the parks and support better management of them.

Council staff have told us that they value the views of park stakeholder groups, park users and residents. Likewise, park stakeholder groups and residents indicate they would welcome the opportunity to work more closely with the Council, communicate more successfully with Officers and general maintenance contractors, and share ideas. Some issues and policies affect parks across the borough but presently there is no forum to discuss these wider park issues or to consult on strategic goals.

Setting up an independently chaired Parks Forum, with appropriate Council Officer support, will ensure that residents' requirements and priorities across the borough are reflected in the way in which the parks are run and in helping to shape long-term strategy. It will help ensure closer collaboration with officers and Councillors on both strategic and operational decisions about our parks in order to achieve the best outcome. Alongside an independent chair, there should be equal numbers of representative park stakeholder group chairs and diverse individuals with broad skills who have responded to an open advertisement.

The Parks Forum will:

- Support, encourage and work with local park stakeholder groups and provide a forum for the exchange of ideas and concerns.
- Consult with other relevant local groups.
- Consider the interests and requirements of parks without a park stakeholder group.
- Proactively seek to understand residents' and users' needs and concerns, and report these back to the Council and its maintenance contractors.
- Consult with the Council on:
  - Sources and use of income (allocations, grants, earned income)
  - Expenditure plans and priorities
  - Charging and pricing policies
- Support the council, local businesses and community groups with developing new and innovative ideas for parks, in line with resident and user needs
- Assist the Council in providing oversight of the park stakeholder groups and ensure the memorandum of understanding of and agreements between the park stakeholder groups and the Council are in good standing.

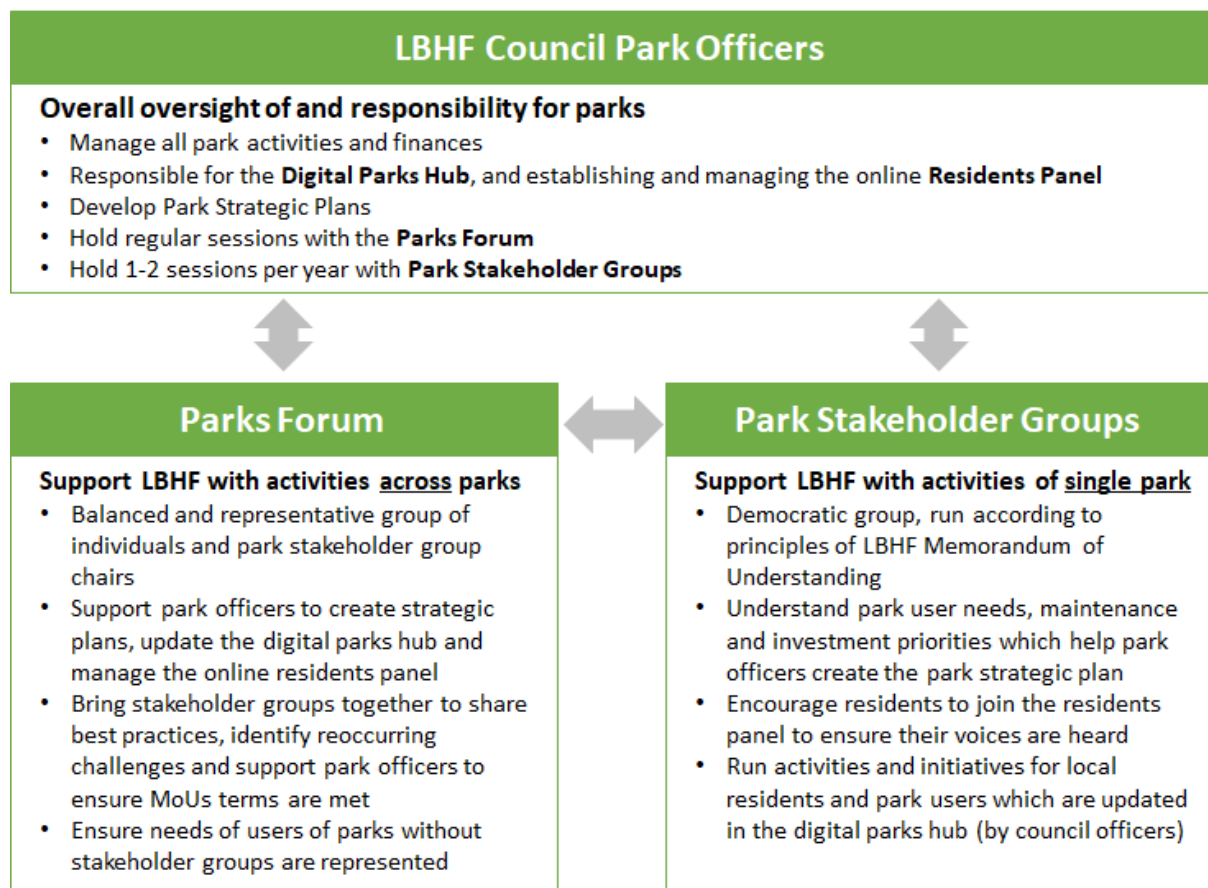
### **The Parks Forum On-Line Panel**

Finally, in the survey we conducted, many residents requested future consultations be online; other residents expressed concern about the insularity of some of the park stakeholder groups. The Commission suggests that the Forum can help to ensure residents' views and concerns are more widely represented by setting up a residents' panel online, through which residents can feed back their thoughts to the Forum and Council.

This panel would be open to all residents of the borough. Residents would register via the new Digital Park Hub (see recommendation 4).

Implementation:

- The initial set-up of the Parks Forum, its memorandum of understanding and governance should be undertaken by Council Officers. Two members of the Parks Commission will help officers set up and establish the Parks Forum as required.
- Establishment of the Parks Forum within 2 to 3 months of the Parks Commission’s report, to include appointment of an independent Chair and diverse members, including representatives of park stakeholder groups.
- Establish a minimum number of formal meetings of the Forum with the lead Council member, the Parks Department and maintenance contractor within 3 months.
- Support the Park Officer team with review of existing park stakeholder groups alongside a full refresh of MoUs within 4 months of report publication.
- Criteria for recognising park stakeholder groups agreed between Council and Parks Forum published within 6 months.







## **2. Park Stakeholder Groups**

### Headline recommendation

Parks should be encouraged and supported by the Council to have an inclusive and active volunteer-led stakeholder or Friends group to represent users and residents given the positive impact such groups can have on the surrounding community. The criteria used for recognition as a park stakeholder or Friends group should be clearly laid out through a refreshed “memorandum of understanding” and be applied consistently across the borough. Council Officers, with regular Council and Parks Forum oversight, should ensure the terms of the MOU are being met. In return, these park stakeholder or Friends groups should be supported by Council officers, and actively be consulted about maintenance, plans for use and priorities for investment in their respective parks.

### Detailed recommendation

Park stakeholder or Friends groups can be an effective way to enhance public engagement in the way parks are run. Many parks in LBHF have benefitted from a group of local volunteers, made up of residents and users who support and care about their park, are inclusive and representative of local needs and have regular communication and support from the Council. Such groups have greatly contributed to the health and vibrancy of their park communities.

The Council has not always provided consistent and regular support and oversight of these groups, and our survey has shown that many residents in the borough are unaware of their existence and/or how to get involved with them.



To enable these volunteer-led groups to achieve their full potential, we recommend the Memorandum of Understanding (MoU) between the council and the groups should be reviewed and refreshed, agreed with all recognised groups, and monitored on an ongoing basis. As part of this, a commitment should be made by Council Officers to regularly engage with recognised park stakeholder and Friends groups to encourage active involvement in decisions for their park.

Park stakeholder or Friends groups can be constituted as they prefer, for example as a voluntary committee, as a charity or as a social enterprise. Expectations of the groups should include things such as:

- Evidence that the group is able to consult and represent a wide range of residents and park users.
- Rotation of leadership with term limits.
- Easy to access contact details and ways to join (including, but not necessarily limited to the Digital Park Hub).
- Meetings open to the public with agendas advertised well in advance.

In return, the Council will make reasonable efforts to include the stakeholder group in planning for their park including (but not limited to):

- Decisions about land usage
- Maintenance focus areas
- Priorities for investment
- Creation and updates of the Park Strategic Plan
- Information and updates in the Digital Park Hub

We recognise that not all parks and open spaces in LBHF will have stakeholder representation. In these cases, the Parks Forum should ensure that the needs of their users are considered in all policy and funding discussions.

#### Implementation:

- A review and refresh of MoUs including criteria for recognising park stakeholder groups agreed between Council and Parks Forum within 12 months of report publication.
-

### 3. Park affordability and pricing policies

#### Headline recommendation

The Council should immediately review its charging and pricing policies for park land use to ensure that residents, in particular schools and young people, are not prevented from using park facilities because of prohibitive costs. Pricing should be simple, transparent, and consistent and offer good value for money, with some means of access for those who cannot pay.

#### Detailed Recommendation

Parks should be affordable for all residents, schools and community groups to use, with fair and accessible policies in place to encourage their use, in particular by young people in the borough.

Through the research we have done as a commission over the past 18 months we have found multiple examples of schools, groups and individuals being unable to use – or being put off using - LBHF park facilities because of its pricing policies. This was both because the price itself is too high and because the quality and nature of the facility being rented does not merit the fee.

Comparing the LBHF's current fees against other neighbouring boroughs has made clear our facilities are too highly priced (with like-for-like prices from 30% to 300% higher); offer poor value for money, particularly when it comes to LBHF's unmarked "sport areas" in open grassy spaces; and that our pricing grid is too complex with least 70 different prices depending on variables such as sport, pitch type, park, user type, booking duration and time of week.

We recommend that the Council immediately undertakes a review of pricing policies and fees to deliver a fresh approach to pricing that meets four key principles:

- 1. Simple and Transparent:** Residents should be able to find and easily understand rental prices for facilities and land. Only exceptional events should need to be individually priced. Pricing should vary by as few dimensions as possible, such as facility category, time of day, number of bookings and user type.
- 2. Consistent:** Prices for rental categories (as defined above) should be the same across all parks. For example, renting a tennis court for 1 hour should cost the same as rental of a 5-a-side astroturf and an 11-a-side football pitch (at equivalent times and by equivalent user groups).
- 3. Good Value for Money:** Where fees are applicable, facilities should be good quality, well-maintained, and reflect the amount paid. For example, where groups pay to use unmarked, unspecific grassy areas in a park, fees should reflect this.
- 4. Accessible:** No one should be unable to use park facilities. Concessions should apply to particular groups e.g. state schools, time of day and/or age.

#### Implementation:

- [Park Officers should draft new charging policies by Q4 2021](#)

- The Parks Forum and park stakeholder groups should be given 3 months to validate these policies and/or suggest changes
- Pricing policies should be reviewed periodically, at least once per annum

#### **Fulham Palace: An Ancient Site**

The earliest archaeological finds from Fulham Palace are from the Late Mesolithic to Early Neolithic, around 4,000 BC, and digs have found evidence of life until the Early Iron Age, around 300 BC.

Excavations have uncovered Roman coins, pottery, building materials and evidence of paths and roadways from the occupation of Britain from AD 43 to 410. A Viking settlement later stood on the site, and prior to the late 14th century, the Palace became the largest domestic moated site in England. The first manor house may have stood close to the Thames.

Records show bishops lived at the palace from 1141. Bishop Grindal (1559-1570) is credited with establishing a botanic garden while Bishop Compton (1675-1713) collected rare plants. The site was opened to the public in 1976.



#### 4. Digital Park Hub and park information boards

##### Headline recommendation

The LBHF should create a centralised digital platform (Digital Parks Hub) that brings all information and activities around parks into one easy to access location. It should include basic information on all the borough's parks, enable users to book and pay for all facilities, provide up-to-date information on forthcoming events, help residents get involved, and allow users to report concerns and suggest ideas. This will also provide improved data on park usage for the Council and generate meaningful cost efficiencies. Large up to date notice boards at the main gates of parks should supplement the Digital Hub so everyone can access basic information.

##### Detailed recommendation

It should be easy to find out information about the parks and book activities within them. If residents are to fully engage with the activities available, they need to know what is happening, how to book facilities, and how to provide feedback that will be dealt with. Equally, if businesses and community groups are to be encouraged to run programmes in our parks it needs to be simple and efficient for them.

Currently there are multiple ways of communicating and interacting with the Council about park related matters. Information is not always easy to find, and many things are not digitally enabled, which goes against the expectations and habits of many users and residents today.

We recommend investment in a simple Digital Parks Hub which should help everyone to engage quickly and efficiently. The Hub should be the main go-to source for all park information, supplemented with appropriate physical information devices for those who need it, including large, regularly maintained, notice boards at the main entrances to parks.

The digital platform should provide:

- Basic information about all parks and facilities including opening hours and contact details (e.g. for the park warden)
- The ability for residents and users to book all sports and other facilities (including deep links to bookings run via other 3rd parties, such a ClubSpark for tennis and PlayFootball for Hammersmith Park)
- Similarly, the ability for businesses and community groups to book park facilities for their programmes, and then for their users to book and pay for these programmes
- Ways to engage with park activities and groups, including up-to-date information on upcoming events
- Ways for residents to 'have your say', contact Park Wardens, report problems, join consultations
- Links to other sources of information – e.g. the London Gardens trust

An example of the Digital Parks Hub and the type of information and functionality it could contain is below. Where possible, the Digital Hub and information boards should be updated and refreshed in consultation with park stakeholder groups and the Parks Forum.

A further benefit of the Digital Parks Hub will be the extensive data that it will bring together, allowing the Council and businesses to better understand user demand (by location, time of day, etc) and pricing sensitivity. It should also make running the parks much more cost efficient for the Council, automating many processes that are heavily manual today.

It may also be possible for stakeholder groups to have their own dedicated pages within the Hub that they edit directly, replacing existing stakeholder websites. This could help overcome any perceived IT barriers for the groups.

#### Implementation:

- [Park Officers \(with Commissioner support if helpful\) to draft key functionality requirements release an RFP \(request for proposal\) to potential partners](#)
- [Completion of a Digital Hub minimum viable product by Q4 2022](#)
- [New releases on a regular basis to continually improve functionality](#)

## We have proposed the creation of a H&F Digital Park Hub that joins together all things park-related



- 1 **Provide basic information on all borough parks, including**
  - Opening Hours
  - Facilities
  - Park warden contact
  - Stakeholder group details
  - 5 year park plan
- 2 **Allow all sports grounds to be booked, including**
  - Booking calendar & availability
  - Pricing
  - Payment
  - Cancellation
- 3 **Provide up-to-date information on upcoming Events**
- 4 **Allow users and residents to report concerns about Parks**
  - Maintenance & repair needs
  - Ideas for improvement
- 5 **Help residents find ways to get involved, including:**
  - Community group contacts
  - Volunteer projects
  - Crowdfunding projects

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## 5. Park wardens

### Headline recommendation

Each park should have a designated and named park warden. The park warden should be the direct contact for all residents regarding all issues pertaining to their park, and provide oversight for the activities, facilities bookings and maintenance in their park ensuring any issues or disputes that arise are resolved quickly.

### Detailed recommendation

Both anecdotal evidence and the parks' Commonplace survey suggests a return to named park wardens and the oversight functions they perform would be welcomed by residents. Residents often struggle to engage with the Council on matters pertaining to their park. They feel helpless to report, repair, or improve their parks. They do not know whom to contact. A park warden for each park, or cluster of parks, would increase engagement and accessibility in parks and ensure any issues that arise are resolved quickly.

The park warden should be responsible for understanding and overseeing the full workings for each park (maintenance, facilities, usage) and become a single point of contact for residents. A warden would greatly improve park efficiency and responsiveness and give all residents a greater sense of ownership in their parks.



### How Parks Help Health

The use of gardens and natural green space as a therapeutic or healing intervention in Europe is recorded as early as 11th Century monastery gardens, but recent evidence confirms humans have likely always known the benefits.

Exercise helps to develop strength, agility and aerobic fitness, and to prevent chronic illnesses often associated with stress and physical inactivity. Being outdoors in a natural setting enhances these benefits. Accessible, well-maintained, and good quality green spaces produce better health outcomes,<sup>2</sup> when enhanced with structural complexity, a natural environment and a high degree of biodiversity.

Humans have colour vision, which enhances our experience of the natural world, predominantly the green of plants and the blue of sky and water, restful colours. Exposure to sunlight, even on a dull winter day, produces vitamin D, boosts immunity, regulates sleep and improves mood. Molecules released by trees, soil fungi and bacteria can provoke immune responses to allergies, asthma and even illnesses such as cancer and diabetes.

The UK derives an estimated value of £34.2bn from visiting parks, according to Fields in Trust, calculated to save the NHS £111mn in visits to GPs.

The warden should also provide badly needed oversight for maintenance teams and service providers, such as sports groups and coaches, helping them resolve booking issues, disputes or safety concerns. They can address concerns and problems immediately.

Residents should be given a mobile phone number to call this named person to make enquiries, suggestions or report concerns.

A park warden who is a named and known figure in the local area creates a sense of safety for residents and fosters local community engagement and a sense of broader ownership of the residents' amenity. They should work with and help support and provide oversight to park stakeholder groups.

This recommendation was first made in the Parks Commission's Interim report and is amended. The Council's response and suggestions can be found [here](#).

#### Implementation:

- Named park wardens should be put in place by Q1 2022.
- A park warden can be assigned to a single park or a cluster of small parks depending on the size and demands of the park(s) in question.

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## 6. Park Officer Team

### Headline recommendation

The LBHF park officer team should be reviewed to ensure it contains the right capability and expertise to enable effective and efficient management of the park estate.

### Detailed recommendation

The LBHF park officer team should be evaluated to ensure it contains the right capabilities and skills to efficiently and effectively manage the park estate. As part of this exercise, the team's responsibilities should be more clearly defined to include oversight of all park-related activities (including property and events) to allow for more joined up and optimised plans.

Skills on the team should include:

- The ability to work closely with and engage a diverse range of residents and users
- The ability to negotiate and manage commercially competitive contracts
- The ability to efficiently manage multiple park operators and performance criteria
- The ability to develop and update strategic plans
- The ability to set simple and transparent pricing policies based on relevant benchmarks.
- Fundraising experience and dedicated time to secure external grants

The Council's Park Officer team should have sufficient resources to work with the Parks Forum and park stakeholder groups to provide support and oversight.

The Council should also continue to employ a dedicated Ecology officer to ensure sufficient environmental focus.

### Implementation:

- Refreshed park officer team responsibilities and capability requirements created within 12 months of publication
  - Revamped team fully in place within 24 months of publication
- 

## **7. Transparent park funding**

### Headline recommendation

The Council should provide transparent information on how parks are funded to all residents. This should include all sources of funding, including: money generated from the parks directly and through the annual council budget; available Section 106 (S106) and Community Infrastructure Levy (CIL) funding; approved grants.

### Detailed Recommendation

Trying to piece together a complete view of total funds available for our parks is a challenge, with the income generated by and raised for park land and properties highly fragmented across different council departments and decision-making bodies.



There are concerns that some parks do not always receive their 'fair share' of available funds and that some money intended for parks (e.g. via S106 grants) never gets invested. This is almost impossible for residents to validate given limited or no information made available. The Council's 2017 promise to regularly publish and update S106 funds has unfortunately gone unmet.

Furthermore, commendable national innovations aiming to improve park funding, such as Space Hive, are poorly promoted by the Council.

To address this lack of transparency, we recommend the Council produces a simple annual summary of funds generated and available for parks across 5 broad areas:

- **Income generated by parks** (into broad categories, for example this may be: private land leases, individual sport bookings, group sports bookings, events, etc.. that allows anonymity to be retained)
- **Investment funding available for parks and open spaces** via S106 and CIL funds, including where the money is from and any restrictions on its use; this should indicate spend to date against
- **Grant funds approved for LBHF parks** including details on usage and restrictions
- **Other funds made available**, including via SpaceHive, community initiatives and/or donations; the Parks Forum could potentially help with the collation of these sources given their disparate nature
- **Basic funding** made available to the parks department from the LBHF budget to run and maintain the parks, as outlined in recommendation 9

The Parks Forum could play a useful role in overseeing the fair and transparent allocation of these funds.

#### Implementation:

- Council to create and publish annual park funding summaries, starting in 2022, outlining funding available across the broad areas outlined.
- Quarterly publication of S106 and CIL funds for park-related uses within 12 months of publication.

#### Palingswick Manor and today's Ravenscourt Park

Palingswick (sometimes Paddenswick) Manor, a moated manor house, is first mentioned in the Domesday Book, and then in court records in the days of Henry IV, V and VI. Granted to royal favourite Alice Perrers in 1373 by the Plantagenet king Edward III, a 1377 survey 1377 described the estate as containing "forty acres of land, sixty of pasture and one and a half of meadow" while the manor house itself was said to be "well-built, as in halls, chapels, kitchens, bakehouses, stables, granges, gates."

In Georgian times, the house was renovated and extended. In 1887, the Metropolitan Board of Works bought it as a public park. By then the grounds had become a tangled wilderness that needed landscaping by the new London County Council, with the public allowed in 1888.

The house was opened as Hammersmith's first public library in 1890. It was destroyed by an incendiary bomb in January 1941 and subsequently demolished. This shows today as a small mound in the picnic area by the lake.



## **8. Ongoing commitment to basic park funding**

### Headline recommendation

Regardless of total income and funding generated by and for parks in any given year, the Council should provide basic park maintenance and repairs from its annual budget on a continual, long-term basis. The Commission suggests the Council should acknowledge the many benefits of parks for residents and users and make a clear commitment to support park funding over the long term.

### Detailed Recommendation

Parks are an important amenity for residents and users and play an essential role in the LBHF community. Over the years, investments have been made in some remarkable spaces and facilities for residents, which provide immeasurable benefits.

LBHF parks also generate a significant source of direct revenue, ranging from land used for sports to events and car-parking. Whilst such commercial activity is not unique to our borough – and the commission believes it to be reasonable to charge appropriate prices and rates to land users and lessees (please refer to recommendations 3 and 10) – parks should not be regarded first and foremost as a profit centre for the borough. In other words, parks should not be managed as an asset that *must* provide funding to support wider LBHF activities, with revenue maximised as a primary objective.

To continue to provide the many benefits, all of our parks and open spaces require basic maintenance and cyclical improvements. As the commission outlined in its interim report, management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned and the parks run as a whole and as efficiently as possible. However, regardless of the income that may or may not be generated, the basic funding requirements of parks should continue to be met.

We would like to see the Council directly acknowledge the many benefits of parks to residents and users and make a clear commitment to their funding.

#### Implementation:

- The Council to introduce a statement to its vision and annual budget strategy, reinforcing their commitment to local parks and funding them into the future.
- 

## 9. Park Strategic Plans

### Headline recommendation

All major parks (i.e. those that are large in size and/or have high footfall) should have a dedicated strategic plan which includes focus areas for maintenance and priorities for investment for the next several years. These plans should be written in collaboration with the local recognised park stakeholder group and the Parks Forum, and reviewed and refreshed annually. Their facilities should be reviewed and basic amenities, for example toilets; their maintenance and cleaning, should be included in strategic plans. Smaller and lower footfall parks should have a combined plan, which outlines focus areas and priorities amongst them. Decisions about investment allocation across parks should be based on these plans, transparent, and balanced.

### Detailed Recommendation

Existing park management plans are largely centred around the Green Flag award process. Whilst necessary for maintaining or gaining award status (the merits of which this Commission has not evaluated in detail), these plans do not clearly lay out park maintenance plans and focus areas for the contractors, nor do they include investment needs and priorities.

Indeed, there is no single, consistent source of park financial information and spend priorities within and across parks. Park stakeholder groups, where they exist, typically have no access to information about funding available from the Council for their park. The stakeholder groups,

along with residents and users have shared a significant number of examples of a mismatch between the investment needs of a particular park and the expenditure decisions made.

In order to bridge this divide within single parks – i.e. to have one, aligned version of park needs informed by both Council Officers and users – and also to allow for improved balancing of investment priorities across parks, the Commission recommends the creation of a simple 'Park Strategic Plan' document for all major parks in the borough. These plans should be created by Park Officers, with input from the Parks Forum and local stakeholder group. We recommend they are reviewed and refreshed (as needed) 2x a year.

The strategic plans should include:

- An annual assessment of all park facilities and grounds, including toilets.
- A park-specific maintenance plan, with criteria and focus areas (to be shared regularly with the maintenance contractor)
- A prioritised set of investment projects, for when funding becomes available; these projects should be clearly linked to an up-to-date understanding of resident and user needs (with supporting evidence)
- A summary of specific investments made in the park over the previous 5 years
- A summary of all grounds used for commercial purposes, with clarity on booking and usage criteria (including rules for the number and frequency of events)

Smaller parks should be covered by a single, joint plan, indicating priorities for investment.

Several areas calling out for investment were consistently mentioned in our parks' Commonplace survey and in discussions with users and residents. This list should not replace a full evaluation of investment needs and priorities but may be useful in the meantime. (More detail can be found in the appendix)

- Safe, clean facilities such as toilets, play and dog-free grass areas
- Well maintained and safe pathways
- Improved litter management so bins do not overflow
- Safe, easy-access seating in mixed locations, for different users

## Green Flags in Hammersmith & Fulham

Launched in 1996, the international Green Flag award recognises parks whose horticulture, cleanliness and facilities have reached the highest standard.

Over 1000 judges visit applicants' sites across the world and assess them against strict criteria. Within Hammersmith and Fulham, 18 have been awarded a Green Flag, while Parsons Green has also applied for Green Flag status. These include larger parks like Bishop's Park and Fulham Palace, and smaller open spaces such as Marcus Garvey and Parnell (Pineapple) Parks.

The 2000 international winners include parks in the Netherlands, Germany, Australia, New Zealand, Republic of Ireland and United Arab Emirates.

<https://www.greenflagaward.org/award-winners/>

LBHF Green Flag Parks: Bishop's Park and Fulham Palace, Brook Green, Frank Banfield Park, Furnivall Gardens, Hammersmith Park, Hurlingham Park, Margravine Cemetery, Norland North Open Space, Normand Park, Ravenscourt Park, South Park, St Peter's Square, Wormholt Park, Marcus Garvey Park, William Parnell Park (Pineapple Park), St Paul's Gardens, Wendell Park and Cathnor Park.



- Improved playground equipment
- A range of refreshment outlets where footfall is high
- Improved signage on ecology and biodiversity
- More imaginative design
- Increased number of water refill points

Funding, when available, should be balanced across parks and their priority needs; no funding should be allocated that does not match an identified need within one of these plans outside of exceptional circumstances.

#### Implementation:

- LBHF Parks Team to produce a draft understanding of current park needs across the borough and basic standards for facilities within 12 months. The Parks Forum and Stakeholder Groups should have up to 3 months to validate and/or suggest changes.
- Draft 5 year plans for all relevant parks should then be created within 18 months of report submission.
- Biannual review meetings to monitor and refresh strategic plans with Council officer, stakeholder group and Parks Forum for all relevant parks should be implemented



## **10. Contracts for leasing park land**

### Headline recommendation

Contracts for use of park land or long-term delivery of services on park land should benefit residents and the community. In particular, contracts that exclusively lease land to privately run businesses should be commercially competitive, appropriately account for the value of the land, not be linked solely to operator profit, be subject to rent review clauses and offer provisions for access to those who cannot pay (where appropriate).

### Detailed Recommendation

There are several types of contract that the commission has identified in our parks. This specific recommendation covers long term leases for park land and property, though many of the principles should apply to all long-term contracts the Council enters into for park land.

The Commission found some contracts to lease park land in the Council have not always been in residents' best interests. In some instances, land has effectively been given away to private operators over long (10 years+) time periods under poor commercial terms with little-to-no benefit for residents. For example:

- Under one contract, payment is linked solely to operator profit. As the business is part of a bigger group, with multi-site operations, no profit is claimed at the site leased from LBHF and therefore no payment is made. The operator effectively leases the site for free.
- In another contract, there is no community right to access and the land is effectively privatised. "Non-members" who can't pay a membership fee are only given access to bookings a few days in advance, leaving little to no access at peak times.
- One lessee pays the Council an equivalent amount for year-round exclusive use of nearly half a hectare of land as a different community sport provider pays for non-exclusive access to various sites around the borough for limited hours each week.

The Commission believes that there needs to be a far more commercial approach to contracts involving park land, particularly when it comes to negotiations with larger, for-profit organisations. This requires staff who have the appropriate negotiation skills with experience of different structures of contracts, including within the private sector, to better evaluate the best options. We recommend all contracts follow 3 principles:

1. Contracts should be commercially competitive and subject to regular review
2. Contracts should reflect the value of the land and intent
3. Contracts should ensure provision for those who are not able to pay

Existing contracts should be brought in line with new requirements as soon as legally possible. The Council must also put in place policies that ensure that personal relationships do not override value for the park under discussion.

## Implementation:

- Council Officers to draft a simple set of commercial park land lease requirements by Q3 2022 and review them with the Parks Forum
  - The Council should look to approve and publish the guidelines within 12 months
- 

## 11. Policies to encourage entrepreneurship and innovation

### Headline recommendation

Park and Council policies should encourage new partnership structures that support the local community and generate income for reinvestment.

### Detailed Recommendation

The Commission recognises there are a variety of ways to raise funds for parks to supplement what is available from direct council sources, ranging from crowdfunding to specific grants (e.g. Nesta, Sports England). Given the competing demands for limited council resources and the wider economic climate in the second year of the coronavirus pandemic, the commission believes the Council should seek to broaden its funding base and longer-term income generation for park improvements through a greater focus on existing and new innovative funding mechanisms. Parks offer ample opportunities for such ventures.

Of particular interest are public-private partnerships and social enterprises that allow new expertise to be brought in and funds to be raised to create facilities, programmes and opportunities for parks and residents

Indeed, several public-private initiatives have already demonstrated success within the borough and the commission believes that by setting policies to encourage new partnership structures, LBHF can become a national leader in this space.

For example:

- **In Ravenscourt Park**, the local community group (HCGA) ran a successful campaign to raise £100,000 and refurbish two unused glasshouses. It now uses these spaces to run community programmes.
- **Fulham Reach Boat Club** was built with S106 funding from the Fulham Reach scheme and set up as a charity with a vision of “Rowing for All” to unlock the potential of young people through the sport. The initial objective was to create a sustainable and successful rowing club in all 12 LBHF state schools by 2021; it has now exceeded this expectation and opened access to neighbouring boroughs.

Yet there are likely to be further opportunities and looking further afield, there are numerous examples of innovative approaches that offer different perspectives and fresh ideas through which we can view our own park management. For instance,

- Is there a middle ground between fully privatised and fully public schemes for our many tennis facilities that could better benefit residents and finances, in a similar way to Hackney Tennis, a non-for-profit whose focus is “*Making tennis accessible and affordable for all members of the community*”? <https://www.hackneytennis.co.uk/>
- Greenspace Scotland and local councils have helped local authorities install heat pumps under larger tracts of parkland and park buildings; is there a similar opportunity in LBHF parks? [Please see separate recommendation].
- Green Estate Management Solutions (GEMS), Plymouth’s Future Parks Accelerator programme, works with several partners including Active Neighbourhoods, Poole Farm, Plymouth Tree Plan, Climate Emergency Action Plan and Green Minds as well as capital investment programmes for sports, outdoor play, and natural infrastructure. Can we do more in partnership with other bodies?

With the support of the Parks Forum and park stakeholder groups, the Council has an opportunity to champion an innovative approach to fundraising and community involvement in the running of the borough’s parks. The Parks Forum should take a leading role in supporting the Council to do this.

#### Implementation:

- By 12 months following the establishment of the Parks Forum, the Council and Parks Forum should outline an approach to encourage more innovation and community involvement in our parks
- The Parks Forum should support stakeholder groups in engaging with potential partners, particularly where there is scope for programmes to be multi-site

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## 12. Powering parks

### Headline recommendation

The Commissioners believe there is scope to investigate the feasibility of installing Ground Source Heat Pumps (GSHPs) under land and/or buildings in some of the borough’s parks and open spaces to generate carbon-free energy. We recommend the Council consults with independent engineering consultancies and draws up a borough-wide open space green energy strategy. The installation of GSHPs should be considered whenever refurbishment projects in LBHF parks are under discussion and must be included in the Council’s green energy strategy.



## Detailed recommendation

In 2019 LBHF declared a climate and ecological emergency and set a target of net zero carbon emissions by 2030. This is an ambitious target. However, the borough's parks and open spaces could play an important role in helping to bring this about.

Green spaces and parks can be prime spaces for green energy infrastructure for two primary reasons. Most parks enjoy land, water and wind resources, all potential sources of renewable energy. Moreover, many parks and open spaces are close to other public spaces consuming large amounts of heat and electricity.

Greenspace Scotland and Powering Parks, pilot projects backed by the Rethinking Parks programme, have explored the potential of public parks to become widely used sources of renewable energy. In 2019, as part of a project led by the climate change charity Possible, Hackney Council and Scene, a local enterprise showed that [30GW of heat](#)<sup>1</sup> could potentially be supplied from parks and other green spaces - enough to heat 5 million British homes.

Nesta's [Harnessing Renewable Energy in Parks](#) report estimated that there are potentially 88 hectares available across the parks and open spaces in London Borough of Hammersmith and Fulham which could generate a renewable heat supply of 20 MW.

While certain sites, such as cemeteries or woodland are unsuitable, other opportunities are present. The resurfacing of a tennis court, for instance, provides an ideal opportunity to install a heat pump under the new surface. The refurbishment of park cafes, halls and toilets may present others.

The most practical way to do this is through the installation of Ground Source Heat Pumps (GSHP)s. Already GSHPs have been in parks to create renewable energy, as at [Saughton Park in Edinburgh](#). Closer to home, at [Abney Park in Hackney](#), ground source heat pumps are being installed as part of a multi-million pound National Lottery award, which is funding the construction of a new building featuring a café and community space.

The Commission accepts that installing similar schemes will require substantial amounts of capital. A coherent energy strategy will require long-term vision and buy-in from Council Officers in many different fields; the importance of parks and open spaces as potential sources of green energy should be considered in all borough planning and redevelopment schemes - for instance, it could be included in schemes such as the development of [White City](#).

### Implementation:

- Council to consult independent engineers with the view to delivering low-carbon energy where practicable from the borough's parks and open spaces and buildings and facilities within six months of this report.

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<sup>1</sup> <https://media.nesta.org.uk/documents/Renewables-FINAL.pdf>

- The possibility to generate low carbon energy from open spaces should be considered in all LBHF redevelopment and development plans and in all park building refurbishment from Q4 in 2021.
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### **13. Park activities and involvement – including apprenticeships and volunteering**

#### Headline recommendation

In the interim report the Commission proposed that the creation of a park maintenance apprenticeship scheme as well as work placements for young people and people with disabilities should be rewarded and written into the new maintenance contract. There are also broader opportunities for developing skills, interests and social relationships in the parks. Where possible, parks should have an activities plan, addressing community needs and aspirations to help support this.

#### Detailed recommendation

Residents told the Commission about their different expectations and wishes for park activities. For some, just a quiet walk in the park will restore well-being, while for others it means play or physical or artistic activity. Parks also offer the chance to contribute to society by volunteering, gardening, clearing up litter, or helping to combat climate change. There is an opportunity here to develop vital local skills and knowledge to deal with the latter and to help develop a green economy. We recommend that where possible, parks should have activities plans addressing a wide range of needs and aspirations, enhancing opportunities for apprenticeships and volunteering.

Many activities are volunteer led, but still need support and facilities. Community social enterprises and park vendors can help create opportunities to engage and learn. The ecology officer can lead parks' volunteers' programmes relating to biodiversity. Young people should be encouraged to join park stakeholder and volunteer groups so that those groups can better represent a more accurate cross section of their communities.

Not all parks can have all facilities and all activities, but the Parks Forum should work with the Council parks department and local park stakeholder groups to get a balance across the borough. This should be about facilitating relationships between nearby parks, not rigidly controlling from the centre.

#### **Urban architecture and children at play**

Urban landscape architects are increasingly recognising that many children today have become divorced from the natural environment. Parks can help counter this, especially where there is the chance to collect and explore.

Studies have shown where there are trees, children will tend to move towards shady areas, which helps protect their skin from cancer. Play helps children to learn about taking turns and interaction with others. Many motor problems in young children can be helped by physical play, which also provides a counter to time spent in buggies or inside or over computer screens. All children are most mobile while they are young, even those with neurological or motor-skill impairing conditions and need tasks to solve and things to climb over to develop.

## Implementation:

- Parks encouraged to have an activities plan enhancing opportunities for apprenticeships and volunteering, or a review summarising the reasons where this isn't achievable.
- Park stakeholder groups should work with the Council to create a plan of activities by Q3 2022, liaising with the ecology officer on schemes to help deal with climate change.

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## 14. Park land use

### Headline recommendation

The Council should seek to better understand the range of park needs from our specific resident demographic, as well as schools and other community groups within LBHF who rely on parks. This understanding should be updated at a reasonable interval (e.g. every 5 years) to reflect changes. The resulting information should be used to make informed decisions about the fair allocation of park space. Residents and park stakeholder groups should be consulted on proposed changes to this balance.

### Detailed Recommendation

Research done by the Commission has indicated a clear tension across residents, schools and community groups over the use of open spaces for sports and for instance, skate parks or outdoor gyms as well as quiet areas, wild meadows and trees.

Whilst the Commission undertook qualitative research with residents and user groups, limited detailed data was available on which recommendations could be made about land use and priorities.

In some instances, the use of park land has been changed without a full, transparent consultation process. For example, a consultation in Hammersmith park offered 4 options for the future of a dedicated sports ground where the bowling green was but none involved sport and the list of options appears to have been generated without consultation. Since this consultation, the LBHF has since reneged on its original commitment and given away a portion of the land for a Corporate tiny forest initiative, without consultation.

The commission recommends the following three steps to manage and involve residents better in critical decisions:

1. **The Council needs to understand usage needs:** The Council, supported by the Parks Forum, should conduct representative, quantitative study on the needs for open spaces in the borough, covering the balance of demographics and school / community groups in LBHF. This study should be repeated on a regular basis (for example every 5 years) to account for changing needs and demographics.

2. **Data should inform the allocation of space for different uses:** The results of this study should be used to inform park plans and land use allocation at a total level across the borough.
3. **Consult with residents & users on substantial changes:** Any proposed changes that result in a significant change to park land usage (such as the removal of a dedicated sports ground, or the change of land from open meadow to a forest) should be done in open consultation, with residents and the park stakeholder groups generating options for change of use with the Council. There must be clear information about the impact of such decisions

#### Implementation:

- Council Officers should seek to understand the broad range of LBHF park user needs by Q1 2023.
- The process for consulting regarding park land use changes should be revised by Q3 2022, with clear indications as to how park stakeholder groups and the Parks Forum will be involved.

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## 15. Ensure existing open space is protected

### Headline recommendation

The Council should ensure that existing open space is strongly protected from encroachment and inappropriate development. The guiding principle should be that no publicly owned open space – including allotments, cemeteries and open space on school land - be lost without providing equivalent new open space in the borough.

### Detailed recommendation

In 2014 the administration made a commitment in their ‘The Change We Need Manifesto’ that if elected they would seek to afford the Borough’s parks and open spaces with better protection. ‘The Council should be a trusted custodian of our parks, put our parks in a residents’ trust to prevent them being sold off.’

From 2014, Council Officers looked at the various options to deliver this commitment, such as Individual Parks Trusts and a Borough-Wide Parks Trust. A number of local authorities have set up Arm’s Length Management Organisations (ALMOS), some of which include parks and open spaces. However, following Council Officers recommendations, the Council decided not to proceed with these options.

'In order for such a trust to operate successfully it needs a certain amount of autonomy as well as a board of trustees....Potential objectivity, including political neutrality could be lost and the works of the trust could be subject to individual and political influence.'

### **The History of Bishops Park**

From the late 13th century until 1973, Fulham Palace was a residence of the Bishop of London.

In 1884 Bishop Jackson persuaded the Ecclesiastical Commissioners to donate Bishop's Meadow, a two-hectare strip of land between the moat, the south-west boundary of the grounds of Fulham Palace, and the River Thames. The meadow was to be laid out as a recreation ground and maintained in perpetuity.

By the late 19th century, the formerly picturesque osier and grazing ground had become a refuse tip. The low-lying land was marshy, flooded regularly by the river. On the proviso that an embankment was added, the bishop offered additional land. There was space for exercise, paths and seats and a tree-lined river walk. The park's name was changed to Fulham Park in 1902 and then back to Bishops Park four years later. The remainder of the meadow was used, as now, for sport. In 1902 a nursery and greenhouses were built next to the lodge, and the Pryor's Bank pavilion opened in 1900.

As London County Council sought to create more space for sport, the Ecclesiastical Commissioners donated the meadow between the park and Craven Cottage in 1899. The western section was turfed for a cricket pitch. In the 1920s, the bishop of London filled in the moat, and offered the land between the King's Head pub and Bishops Avenue, while a children's playground was added. Part of the garden became school in 1954 and in 1971 an adventure playground was opened.

There is a hierarchy of protection relating to parks. Metropolitan Open Spaces (eg Wormwood Scrubs) are defined by Acts of Parliament, Common Land, (eg. Eel Brook Common, Brook Green, Parson's Green) have a certain level of protection as do Historic Parks and Gardens (eg. Bishop's Park, Fulham Palace and St Peter's Square). Others have no such protection.

In 2017 the Council set up a Parks Commission, and subsequently approved the Commission's recommendation to enter Deeds of Dedication with Fields in Trust (FIT). These act like covenants to protect public open space in perpetuity without impinging on the Council's ability to carry out day-to-day management, continue investment and provide a range of recreational facilities and activities.

Since 2017, three Borough parks and open spaces have received FIT

protection. These are Wendell Park, Lillie Road Recreation Ground and Shepherd's Bush Green. In 2019, the Council made the decision to first concentrate on the largest unprotected parks (Ravenscourt Park, Hammersmith Park, South Park, Wormholt Park and Normand Park).

The view of this Commission is that progress has been too slow, and a target should be set for each year.

Reference: In 2011, Glasgow City Council took the decision to safeguard its 27 parks and open spaces with FIT protection and completed the process within five years.

#### **Implementation:**

- [Four Fields in Trust to be completed each year, including Ravenscourt Park in 2022.](#)

## 16. New open space creation

### Headline recommendation

The Council should use planning policy to create more publicly accessible usable open space. As part of this, the Council should rewrite its planning guidelines requiring new developments to provide more usable public and public/private open space. New open space should be environmentally friendly (in terms of layout, type of landscaping materials and planting) and provide public connectivity with other open spaces and green corridors.

### Detailed recommendation

Research has found that the distance residents have to travel to parks and open spaces is a major consideration in how much they use them. The Borough has a high population density, particularly in the north of the borough where it is rapidly growing. The provision of parks and open spaces throughout the Borough is comparatively low, except close to Wormwood Scrubs.

New public provision within the Borough can be provided by:

1. Community access to private land (e.g. rooftop gardens, private sports facilities).
2. Housing estate land repurposed for community use ((possibly Bayonne Road Estate).
3. Parklets (tiny open spaces created from former car parking bays – e.g. Hammersmith Grove)
4. Road closures (creating small open spaces – e.g. Bridget Joyce Square)
5. New public open space created over railway lines (e.g. Olympia and Beadon Road)
6. Linear Open Space.
7. The development of large brownfield sites and the creation of public/private open spaces (e.g. Westfield and St. James's developments on Wood Lane).

Items 1-4. These are within the direct control of the Council, and some have proved to be successful initiatives. They are, by nature, comparatively small in scale.

Item 5. Olympia. This could be a public/private initiative using Section 106 and Community Infrastructure levy funds from the redevelopment of Olympia, and contribution from the developer, to create a new park over the adjacent railway lines. A major development costing £30 million+

Item 5. Beadon Road. The Hammersmith Business Innovation District sponsored a competition in 2019 to create a Hammersmith Hi-Line with public/private funding. The winning entry proposed building over the railway lines between King's Mall and the Glenthorne Road car parking and residential development. A major development costing £10m+

Item 6. Linear Open Space. See 23. Riverfront Strategic Concept.

Item 7. Brownfield Sites and the creation of public/private open space.



The quality and standard of provision of these spaces vary considerably. Some, such as 245 Hammersmith Grove and the Helios Courtyard at the Television Centre provide high quality environments that meet the needs of those who use them, and are environmentally friendly in terms of layout, materials and planting. Other developments are disappointing, particularly those where public access appears to be discouraged and there is little provision of park facilities.

It is the considered view of the Commission that insufficient guidance is given to developers, and that the planning guidelines need to be strengthened, particularly in view of the increased concerns relating to biodiversity and ecological sustainability. Planning decisions should be evidence-based.

In addition, developers should be held to account. In some cases, design proposals put forward at public exhibition have been substantially diluted, and in others the planned provision of trees has not been carried out and the Council has taken no action against the developer.

#### Implementation:

- [Planning guidelines to be rewritten by Q1 2023, referencing LBHF Parks and Open Spaces Strategy 2008-2018, the Local Plan 2018 and Supplementary Planning Documents.](#)





## 17. Biodiversity statistics

### Headline recommendation

The Council should monitor and report biodiversity enhancements carried out in the Borough. The Council should use the information from the biodiversity survey it is currently conducting to inform strategy, while the Commission recommends that annual biodiversity statistics should be published.

### Detailed recommendation

In 2020, the Council accepted the recommendations of its [Biodiversity Commission](#)'s report. The Commission's main findings relating to parks and open spaces can be summarised as:

1. Improving horticultural practice for wildlife, minimising harm from pesticides and incorporating biodiversity as a key deliverable with clear targets as part of ongoing maintenance contracts.
2. The appointment of an ecology officer and establishment of an Ecology Centre.
3. Promotion of volunteering initiatives led by the Ecology Officer.
4. Promotion of good biodiversity practice in parks, open spaces and cemeteries including the provision of 'wild areas.'
5. Replacement of unused areas of asphalt with planting.
6. Avoidance of artificial turf.
7. Incorporation of biodiversity recommendations in the new parks maintenance contract.

Recommendations 2-4 are specifically addressed in another section of this report – 19. Meadow and wild habitat creation.

Recommendations 5-6 are good practice, and recommendation 6 has already been implemented.

This is an issue that has generated considerable public interest, and the Commission considered that there was a need for the annual publication of biodiversity statistics that include the number of new trees planted, replacement trees planted, new areas of meadow, new orchards, 'grey to green projects', hedgerows, bulbs, bird and bat boxes and swales in parks with drainage issues. The Council is currently conducting an audit which will enable it to put together the appropriate statistics.

#### **What is biodiversity?**

Biodiversity refers to the variety of life on earth from mammals, birds and reptiles to plants, fungi and micro-organisms. The term is broader than wildlife since it also encompasses the variety and complexity of communities of organisms or *ecosystems*, the specialised habitats or *niches* in which they live, and even genetic diversity within species.

A thriving, biodiverse site will be beneficial to human health and social wellbeing, resilient to environmental stresses like flooding and heatwaves, cost effective to maintain, contribute to the local character of a place and support familiar well-loved wildlife like blackbirds, foxes, mallards, frogs and bats, as well as thousands of species of invertebrates, plants, fungi and bacteria.

Dynamic, changing landscapes tend to improve biodiversity, such as trees of different ages, including dead or decaying wood, as well as indigenous plants, and humble species such as weeds which provide forage for butterflies and pollinators.

Reference: London Borough of Ealing, the winner of London in Bloom's 2017 Biodiversity Award (best practice example) publishes such biodiversity statistics.

**Implementation:**

- Biodiversity statistics published annually by the end of 2022.

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## **18. Meadow and wild habitat creation**

### Headline recommendation

To improve biodiversity in parks and open spaces, the Council should introduce a rolling programme of new wildflower meadows, mown twice annually with specialised machinery. This should be part of an initiative to increase and enhance wildlife habitats and support biodiversity in parks and open spaces carried out following consultation with users and local stakeholders.

### Detailed recommendation

There is a popular movement towards more natural planting in parks and open spaces which is perceived as increasing biodiversity and reducing CO2 emissions in response to the climate and ecological emergency.

A radical approach to park management is proposed that would see:

- The introduction of wildflower meadows and natural habitat areas wherever there is scope in parks and open spaces, based on areas of lesser usage and the aesthetics of each park. In addition, other wild habitats such as hedgerows around fenced areas and rain gardens, swales and ponds to help manage heavy rainfall in parks should be introduced where possible.
- These are to be balanced by continued careful mowing of perimeters, grass lawn areas and pathways. Mowing machines should be updated to ensure minimal damage to wildlife.
- Conversion of areas of annual bedding to perennial planting, leading to reduced levels of maintenance.
- Creation of a 'Volunteers in Parks' programme under the supervision of the Ecology Officer.
- Support for bee and other pollinator populations in parks.

It is important to note that unmown grass areas in parks are not meadow. Removal of the hay crop is required twice in summer by specialised small-scale mowers. This allows wild flowers to seed and proliferate, greatly increasing both the flowering season and the biodiversity.

This approach to park maintenance has been shown to reduce park maintenance costs, encourage greater community involvement and allow limited staff resources to maintain high horticultural standards.

Public response has been very positive, and few complaints have been made about the aesthetic changes in the parks, moving over from areas of formal grass to wildflower meadow. It is the next logical step up from 'No-Mow May.'

Reference: [www.burnley.gov.uk](http://www.burnley.gov.uk) 'Go to the Park' and various conversations with Simon Goff, Head of Green Spaces and Amenities, Burnley Borough Council.

#### Implementation:

- The Council should identify appropriate areas, following consultation with residents and local park stakeholder groups, by the end of 2022 and make necessary arrangements for implementation.



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## 19. Tree planting

### Headline recommendation

The Council should greatly accelerate its rolling programme of tree-planting to improve biodiversity and CO2 absorption. This proposal should not just include the parks but pavement

and road closure sites and decommissioned car parking spaces. Usage of park land for this purpose should always be done in consultation with residents and users.

### Detailed recommendation

The Council's vision is to be the greenest borough by 2035. The most effective way to meet this target is by greatly accelerating the rolling programme of tree planting including pavement and road closure sites and decommissioned car parking spaces.

Planting trees has many benefits including:

- storing carbon.
- soaking up carbon dioxide,
- cleaning the air of other pollutants and toxins,
- keeping cities cool,
- providing a habitat for wildlife,
- benefits for mental health and well-being of residents and visitors.

The Borough has approximately 16,000 trees, of which 20% are in parks and open spaces, and 80% roadside within residential and commercial areas. The principal varieties are plane, lime, ornamental cherry, rowan, birch, whitebeam and ornamental pear.

Counters Creek flows north-south through a low-lying water catchment area in the Borough, where the presence of underlying impermeable London clay causes the combined sewer network to be overwhelmed at times of peak flow.

Trees draw moisture from the water table and can help protect against flooding, therefore contributing to surface water management objectives. Some locations already have comprehensive schemes combining permeable paving, planted basins, rain gardens, tree planting and downpipe disconnection. In street locations, permeable paving to street parking bays, combined with water retention systems and rain gardens can make a significant difference.

#### **Wormwood Scrubs – a habitat for wildlife**

Wormwood Scrubs is the largest open space in the Borough and is designated Common Land and Metropolitan Open Space. It is protected by the Metropolitan Commons Act of 1866 and several later Acts of Parliament.

The western portion is part of Old Oak Common, much of which was taken over by the railways prior to 1866 Act. Stamford Brook ran between the two Commons, marking the old boundary between Acton and Hammersmith. The combined area is 42 Hectares. The east of the Scrubs is mostly sports field. Along the southern edge are a variety of sports facilities, including the Linford Christie stadium, a BMX cycling arena, street workout and children's play equipment. Further play equipment stands on the western edge. Wormwood Scrubs has an area to fly model aircraft with its own runway.

Wormwood Scrubs provides a valuable nature reserve. Half of the Scrubs, to the west and north and along Scrubs Lane is managed as woodland and rough natural grass land. The wooded areas are designated Local Nature Reserves. Over 100 species of bird have been spotted on the Scrubs. There are 250 species of native plants and about 20 species of butterfly.

There are also many species of other insects. Common Lizards are found on the Scrubs, originally near the railway embankment but have since spread south. The Scrubs are a winter roosting site for Red Necked Parakeet whose arrival at dusk in winter is a remarkable sight.



New sites for pavement and street trees can be identified by electronic trackers for telephone and broadband in pavements, and gas, electricity, and water utility plans in roads. Residents can request a street tree to be planted by going to [treesenquiries@lbhf.gov.uk](mailto:treesenquiries@lbhf.gov.uk).

However, the Commission recommends that high density planting should be only carried out in parkland following full consultation with local residents and weighed against other potential uses of the land.

In many cities, 22-27% of the total urban area is private gardens, representing half of urban green space, and although the Borough's average garden size is only 30 sq.m – one of the smallest in London - residents should be encouraged to plant trees of an appropriate size. Next year marks the Queen's Platinum Jubilee. The Commission recommends that the Council marks a new era of tree planting by playing a proactive part in The Queen's Green Canopy, the scheme inviting people across the UK to plant trees in Autumn 2022. It would be fitting to plant 70 across the borough to mark this perhaps with a signposted trail between each tree.

#### Implementation:

- Details of new tree planting and their sites published annually by end of 2022.
- The Council should mark the Queen's Platinum Jubilee in 2022 by planting an initial 70 trees across the borough to mark each year of Her Majesty's reign during Q4 2022.



## **20. Vegetative pollution barriers**

### Headline recommendation

With air pollution from vehicle emissions a serious problem in the borough on its six-lane highways (including Talgarth Road/Great West Road, the West Cross Route and the A40), the Council should undertake extensive tree planting to restrict the spread of pollutants and consider hedges for localised shielding of pedestrians and walkers

### Detailed recommendation

Unlike greenhouse gases which are principally carbon dioxide and methane, pollution from motor vehicles is nitrogen dioxide and particulates from brakes and tyres. Children who attend schools or live close to roads with high pollution levels are particularly at risk of developing asthma, and in one landmark case a child's death has been attributed to this cause. Some 80% of traffic on the main six-lane arterial roads in the borough is through traffic – not locally generated.

The introduction and proposed extension of the Central London Ultra Low Emission Zone has the potential to reduce overall volumes of traffic. Electric cars do not reduce levels of particulates.

Vegetative pollution barriers are of three types – green hedges, green walls and trees, or a combination of all three. Green roofs have little effect on dispersal of pollutants and a minor effect on deposition.

Deposition: When pollutants land on leaves they are removed from the air. Certain leaves are more effective than others, such as hairy leaves, large leaves, and ivies. However, compared to the benefits of dispersion, deposition is of minor benefit, and deposition of nitrogen oxide on leaves is partially cancelled out by subsequent NO<sub>2</sub> emissions from soil.

Dispersal: This is of primary importance, and the most important way of dispersing pollutants is to keep traffic moving. Sequencing of lights can play a part, but at peak times traffic is reduced to a crawl, and pollution levels soar.

Urban vegetation can be used to contain traffic pollutants reducing transmission to adjacent areas. For example, a 10m high barrier can protect up to 27m downwind, and a 2m high one 3m downwind. Densely planted avenues of trees and localised hedges are recommended.

The Commission proposes a report by environmental consultants advising on the location of trees and hedges, resistance of species to salt spray, drought, high wind turbulence, and that soil conditions ensure successful long-term growth.

## Implementation:

- The Council should commission environmental consultants to produce and publish proposals to combat air pollution from traffic fumes by the end of 2022.



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## 21. Best horticultural practices

### Headline recommendation

The Council should aim to raise horticultural standards throughout its parks and open spaces. Good horticultural and ecological management must be specified and delivered by the maintenance contractor. The best horticultural practice notes should include soil care, best practice in tree and plant pruning, planting for pollinators, and use of integrated weed/pest management. It should also give up-to-date advice relating to the spread of newly introduced pests and diseases and new research on pollinators.

### Detailed recommendation

The appearance and biodiversity value of planting in parks is a high priority for many residents. Good design and maintenance are crucial for many of the social benefits of parks: creating a comfortable, relaxing environment and a sense of connection with nature. Volunteer involvement benefits participants and the wider community.



Threats and risks include climate change, plant pathogens and incompetent maintenance. Unavoidable damage caused by heavy use, anti-social behaviour and dogs has an impact which must be managed.

Most horticultural work is carried out by the grounds maintenance contractor, therefore contract monitoring is essential for raising standards and ensuring value for money.

Park users and stakeholder groups have detailed knowledge of the changing situation on the ground and are an important resource for monitoring, planning, fundraising, and co-ordinating and carrying out volunteer work.

The objectives of good horticultural practice in parks should include:

- aesthetics
- serving the needs of park users
- good value for money
- planting that is resilient and sustainable in itself,
- and contributes to wider environmental resilience and sustainability in the context of climate and ecological crisis.

The contemporary movement towards naturalistic and ecological horticulture provides examples, evidence, advice and inspiration.

Park managers must keep abreast of the latest information, particularly relating to developing threats like climate change and new plant pathogens, and ensure that contractors and volunteers are aware of current best practice.

We recommend the Council sets out a series of evidence-based guidance notes. These can also be used to promote sustainable wildlife-friendly gardening to residents and commercial landowners.

These notes should cover:

Planting - species selection, planting methods and aftercare

Soil care - conserving soil carbon, composting, mulch and no-dig

Integrated pest and weed management

Pruning of shrubs, trees and perennials

Pollinator conservation - key points are planting a diverse range of flowering plants across all seasons, understanding the value of self-seeded and wild plants, pruning flowering shrubs and trees at the correct time.

**Implementation:**

- [New good practice notes to be published by the Council by the end of 2022.](#)

## 22. Riverside strategic concept

### Headline recommendation

With completion of the Thames Riverside Walk and new developments increasing the popularity of the riverfront, the Council should seek to develop a unified plan for the area. It should be considered in its entirety to improve provision and biodiversity.

### Detailed recommendation

It is noted in the LBHF [Parks and Open Spaces Strategy 2008-2018](#) that the Council 'shall, in partnership with Thames Strategy (Kew to Chelsea), coordinate a programme of open space and green corridor improvements to improve Stevenage Park, Rowberry Mead, Furnival Gardens and Upper Mall.....and with a large proportion of the borough 10 minutes from the Thames establishing a network of green links to this space is very important to increase use and enjoyment of this space. Removing barriers to access will also address identified deficiency areas as described in "Parks and Open Spaces Strategy 2008-2018", item 6.4g.

In 2017 the remaining section of the Riverside Walk was completed, and this has since become one of the most vibrant open spaces in the Borough. Public use has greatly increased by dog walkers, runners, cyclists, public access to the soft landscape areas of Fulham Reach, customers to riverside pubs and restaurants, small local shops, the Riverside Studios and usage of the Fulham Rowing Club. Heritage credentials have been enhanced by the statue to Lancelot 'Capability' Brown.

We recommend that the Council, working with the Parks Forum, should appoint landscape architects to envision and produce proposals that might include:

- Upper Mall (repaving, planters, possible summer sand beach in the promontory)
- Furnival Gardens (improved pollution screening to the Great West Road)
- Hammersmith Bridge/Queen Caroline Estate (improvements to raised area, possibly summer beach).
- Draw Dock (improved levels of clearance of river debris)
- Fulham Reach (tree planting)
- Betfair site (LBHF lease arrangement for the sloping grass bank)
- Rowberry Mead (improved access from the Riverside Walk)
- Stevenage Park (improved access and redesign)
- Improvements to hard landscaping, seating and planting to the connecting sections of the Riverside Walk, with particular emphasis on encouraging green corridor biodiversity.

### Implementation:

- [The Council should appoint landscape architects to envision and produce proposals by the end of 2022.](#)



# London Borough of Hammersmith and Fulham Independent Parks Commission

## Commissioners and acknowledgements

### Commissioners

Timothy Prager (Chair)  
Heather Farmbrough  
John Goodier  
Judy Hargadon OBE  
Richard Jackson  
Kevin McIntosh  
Rosemary Mortimer  
Jennifer O'Riley  
Lindsey Tethal Wright  
Isabella Thomas



### Acknowledgements

*The Independent Parks Commission  
would like to express its enormous gratitude to Council Officer  
Stephen Hollingworth, Assistant Director Leisure, Sport & Culture, for his  
assistance, insight, and clarity in providing information to the Commission  
and explaining the challenges that he has inherited, Council Officer Peter  
Smith, Head of Policy and Strategy, Public Services Reform and Jim  
Cunningham, Climate Policy & Strategy Lead, Environment Department for  
their guidance and help in facilitating the work of the Commission.*



Photos courtesy of Richard Jackson; the London Borough of Hammersmith and Fulham, and the Friends of the Walled Garden in Ravenscourt Park.

## Implementation Chart - Suggested schedule

For action by:
Council
Planning/Environment/other
LBHF Parks
GM Contractor
Park Stakeholder Groups
Park Forum

### LBHF Parks Commission

Recommendation	Implementation	2021		2022				2023				2024			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Report approval by Council</b>															
<b>Publication of Report</b>															
<b>1. Parks Forum</b>	Establish the Parks Forum and appointment Chair and members														
<b>2. Park Stakeholder Groups</b>	Review existing park stakeholder groups, memoranda of understanding and criteria for recognition														

Recommendation	Implementation	2021		2022				2023				2024			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	Complete the recognition process for new and current park stakeholder groups.														
<b>3. Park Strategic Plans</b>	Audit park facilities and areas of need across the borough, validate findings with forum and stakeholder groups														
	Draft 5-year plans for all relevant parks, meet biannually to review														
<b>4. Digital Hub</b>	Create a digital hub for sports bookings and to provide centralised accessible information about parks														
<b>5. Park Wardens</b>	Deploy named park wardens														
<b>6. Parks Officer Team</b>	Refresh park officer team responsibilities and competencies, revamp team by Q4 2023														
<b>7. Park funding</b>	Publish annual park investment summaries covering operational and maintenance expenditure, priorities for capital funding, and allocations from S106 and CIL funds.														
<b>8. Ongoing commitment to basic park funding</b>	Reinforce the commitment to parks and their funding in the Council's vision statement and annual budget strategy														

Recommendation	Implementation	2021		2022				2023				2024			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>9 Park Affordability and Pricing</b>	Draft new charging policies, validated by the Parks Forum and stakeholders														
<b>10 Contract for leasing park land</b>	Draft a simple set of commercial park land lease requirements, reviewed by the Parks Forum.														
<b>11 Policies to encourage entrepreneurship and innovation</b>	Outline an approach to encourage innovation in fundraising, partnerships and community involvement and provide ongoing support to stakeholders														
<b>12 Powering Parks</b>	Consult independent low-carbon energy engineers to appraise feasibility and incorporate this option for consideration in all future development plans														
<b>13. Park activities - apprenticeships and volunteering</b>	Prepare volunteer action plans including projects to tackle climate change														
<b>14. Park land use</b>	Revise the process for consulting stakeholder groups and the Parks Forum on changes to use of land.														
<b>15. Existing open space protection</b>	Complete four Fields in Trust deeds each year, including Ravenscourt Park in 2022.														



Recommendation	Implementation	2021		2022				2023				2024			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>16. New open space creation</b>	Rewrite Planning guidelines to strengthen requirements for new public open space.														
<b>17. Biodiversity statistics</b>	Publish annual statistics on biodiversity enhancements.														
<b>18. Meadow and habitat creation</b>	Identify appropriate areas for establishing meadows and purchase the required machinery														
<b>19. Tree Planting</b>	Publish details of new tree planting and their sites annually. Plant 70 trees in 2022 to mark the Queen's Platinum Jubilee														
<b>20. Vegetative pollution barriers</b>	Commission environmental consultants to produce plans to combat air pollution with suitable planting														
<b>21. Best horticultural practice</b>	Publish best practice guidelines to improve horticultural standards														
<b>22. Riverside strategic concept</b>	Appoint landscape architects to generate proposals for a unified Thames Riverside Walk														

## *Glossary of terms and abbreviations*

Biodiversity	The variety of plant, animal, and other species present within a particular location. The Council has declared a climate and ecological emergency, and aims to increase the biodiversity of the borough.
CIL / Community Infrastructure Levy	Funding obtained from developers through planning agreements, to be spent on specified local improvements – see also <b>Section 106</b> .
Facilities	The range of physical furniture and services offered to residents in parks, such as benches, toilets, play areas, water fountains, and sports facilities. These include free and charged facilities, including those run by private <b>operators</b> .
Fields in Trust	A charity and scheme to protect green spaces for people to enjoy in perpetuity.
‘Friends of’ groups	Voluntary organisations involved with particular parks and open spaces.
GM / Grounds Maintenance	Works to maintain and improve green spaces. The main contractor currently responsible for this work in LBHF is idverde.
Green Flag	An award scheme that recognises well managed, publicly accessible green spaces.
GSHP / Ground source heat pump	A low-carbon, electric heat source used to heat buildings as an alternative to gas boilers or other fossil fuel heat source.
Horticulture	The cultivation and management of plants in parks and open spaces.
MOU / Memorandum of Understanding	An outline agreement between two or more parties, such as those currently in place between the Council and ‘Friends of’ groups.
Net zero carbon	This refers to the Council’s ambition to reduce the borough’s greenhouse gas emissions to as close to zero as possible, and emit no more than it removes.

Open spaces	See <b>Parks and open spaces</b> .
Operators	Businesses and organisations with commercial contracts to provide revenue-generating services in council parks, such as the hiring of sports facilities.
Parks and open spaces	In this report either term refers to any publicly accessible open green space for which the Council is responsible, including cemeteries. The Council does not in practice distinguish between parks and other green open spaces that it manages.
Parks Commission	An independent, temporary body of Hammersmith & Fulham residents, tasked with making recommendations to the Council for how to improve, protect and sustain our open spaces; the authors of this report.
Parks Forum	A proposed body to enhance transparency and support the Council and park stakeholder groups to set priorities and make decisions about parks – see <b>recommendation 1</b> .
Park Officers	Council Officers responsible for the strategic management of parks, and park projects and improvements.
Park Stakeholder Groups	The proposed generic term for the single lead voluntary organisations involved with particular parks and open spaces – see <b>recommendation 2</b> .
Park strategic plans	Proposed plans for each park which set out focus areas for maintenance and priorities for investment over several years – see <b>recommendation 3</b> .
Park users	All individuals and organisations who make use of parks and park facilities, including residents and schools.
Park wardens	A proposed role to be a direct contact for all residents regarding particular parks, and providing oversight of activities, bookings and maintenance – see <b>recommendation 5</b> .
Public-private partnership	A collaboration between a public body such as the Council, and a private company, to deliver facilities or services.

S106 / Section 106	Funding obtained from developers through planning agreements, to be spent on specified local improvements – see also Community Infrastructure Levy.
Social enterprise	A business with specific social objectives as its primary purpose, whose profits mainly fund initiatives to achieve these.
Stakeholders	Any individuals or organisations with an interest in a park or parks, such as residents, schools, other park users, contractors and operators.
ToR / Terms of reference	An agreed purpose and approach to be taken by a group. The Parks Commission's terms of reference is at <b>appendix 1</b> .



London Borough of Hammersmith & Fulham

# **Parks Commission Appendices**

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## Appendix 1.

# H&F Parks Commission terms of reference

## Introduction

Hammersmith & Fulham is blessed with a patchwork of ornate parks, green and open spaces.

Starting at the ancient common land of Wormwood Scrubs in the north, one could meander south through pockets of life-affirming nature travelling through a stunning collection of over 40 borough parks, public gardens and green spaces, ending up on the riverfront with all its wildlife and colour.

Our open spaces offer our residents a chance to play, exercise and breath easier and provide opportunity for the borough to facilitate good physical and mental health, civic renewal and a strengthening of our community life.

The Independent Parks Commission will consider all of the above focusing on how our residents get the most from our open spaces, what we do to improve them, while protecting them and making them sustainable for future generations and for the enhanced biodiversity of the borough.

It will report its independent findings to the borough's Community Safety and Environment Policy and Accountability Committee.

## Review scope

### What is the vision for our parks, green and open spaces?

How can they facilitate the achievement of the council's stated public policy objectives of: improving physical and mental health, enhanced biodiversity, civic renewal and strengthening community life?

### What is the best way to involve local people in the decisions made about our parks?

- How do we ensure the council engages a full and wide diversity of people in the decisions we make about our parks?
- How can we devolve powers to residents, so decisions are made expediently, with probity and in the interests of all the parks current and potential users?



- How should the management of: sports bookings, parks buildings, and rental of public areas operate in a way that ensures good value to both the council and the users; probity, and affordability?

## **What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?**

- What's the best way to manage our parks?
- What's the best way of ensuring our parks are financially sustainable and have the resources to deliver the improvements our residents want?
- What's the best way to ensure that residents feel safe in our parks?
- What's the best way of keeping our parks safe and open for use during the maximum number of hours?
- How can increased use of technology be employed to encourage greater residents use of our parks?
- How can we enhance the biodiversity and environmental sustainability of our parks?

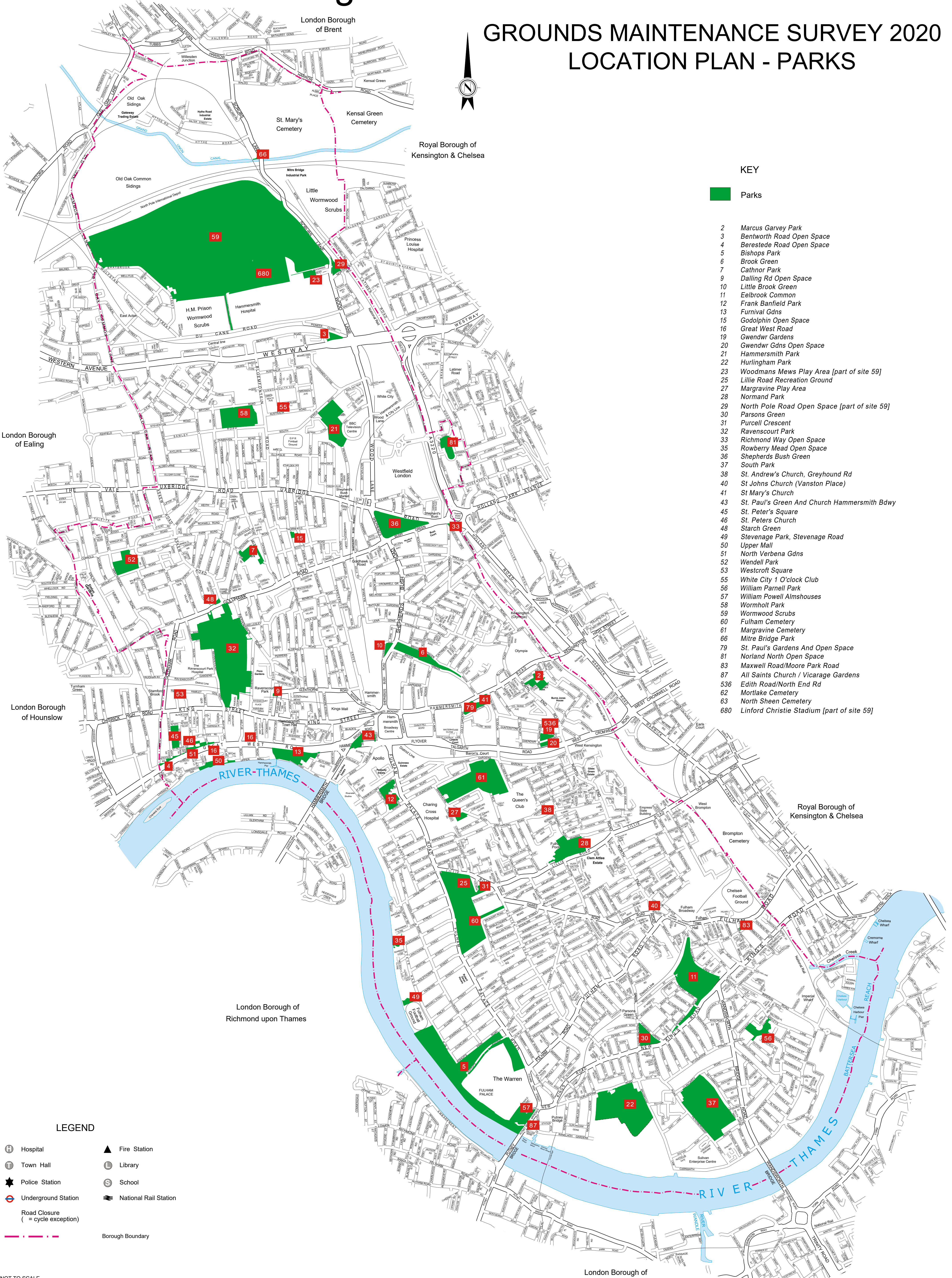
## **Composition of the independent Parks Commission**

The membership size and membership recruitment criteria of the independent Parks Commission will be agreed between the commission Chair, the executive of the council, and the chair of its Community Safety and Environment Policy and Accountability Committee.



# London Borough of Hammersmith & Fulham

## GROUNDS MAINTENANCE SURVEY 2020 LOCATION PLAN - PARKS



**KEY**

Parks

- 2 Marcus Garvey Park
- 3 Bentworth Road Open Space
- 4 Berestede Road Open Space
- 5 Bishops Park
- 6 Brook Green
- 7 Cathnor Park
- 9 Dalling Rd Open Space
- 10 Little Brook Green
- 11 Eelbrook Common
- 12 Frank Banfield Park
- 13 Furnival Gdns
- 15 Godolphin Open Space
- 16 Great West Road
- 19 Gwendwr Gardens
- 20 Gwendwr Gdns Open Space
- 21 Hammersmith Park
- 22 Hurlingham Park
- 23 Woodmans Mews Play Area [part of site 59]
- 25 Lillie Road Recreation Ground
- 27 Margravine Play Area
- 28 Normand Park
- 29 North Pole Road Open Space [part of site 59]
- 30 Parsons Green
- 31 Purcell Crescent
- 32 Ravenscourt Park
- 33 Richmond Way Open Space
- 35 Rowberry Mead Open Space
- 36 Shepherds Bush Green
- 37 South Park
- 38 St. Andrew's Church, Greyhound Rd
- 40 St Johns Church (Vanston Place)
- 41 St Mary's Church
- 43 St. Paul's Green And Church Hammersmith Bdwy
- 45 St. Peter's Square
- 46 St. Peters Church
- 48 Starch Green
- 49 Stevenage Park, Stevenage Road
- 50 Upper Mall
- 51 North Verbena Gdns
- 52 Wendell Park
- 53 Westcroft Square
- 55 White City 1 O'clock Club
- 56 William Parnell Park
- 57 William Powell Almshouses
- 58 Wormholt Park
- 59 Wormwood Scrubs
- 60 Fulham Cemetery
- 61 Margravine Cemetery
- 66 Mitre Bridge Park
- 79 St. Paul's Gardens And Open Space
- 81 Norland North Open Space
- 83 Maxwell Road/Moore Park Road
- 87 All Saints Church / Vicarage Gardens
- 536 Edith Road/North End Rd
- 62 Mortlake Cemetery
- 63 North Sheen Cemetery
- 680 Linford Christie Stadium [part of site 59]

**LEGEND**

- Hospital
- Town Hall
- Police Station
- Underground Station
- Road Closure (= cycle exception)
- Fire Station
- Library
- School
- National Rail Station
- Borough Boundary

NOT TO SCALE  
Drawing No. 60060/66/4  
August 2021

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## London Borough of Hammersmith and Fulham Independent Parks Commission

Interim Report and Recommendations  
12 May 2020

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The Independent Parks Commission, convened in January 2020, was asked to provide recommendations to the Cabinet Member for the Environment and Cabinet as they consider their procurement strategy for the Ground Maintenance of Parks, Public Open Spaces and Housing Estates. Further recommendations, that may not directly impact this procurement, will be developed as the Independent Parks Commission continues its work.

We have found that many of our aspirations in terms of quality thresholds, biodiversity and social value are shared with the Council and the new strategic Council Officers. We have considered concerns raised by Hammersmith and Fulham residents, inconsistencies in the application of policy and inefficiencies in the way that the parks have previously been managed which led us to believe that during the length of the existing contract, variations have occurred which have resulted in unexpected and undesirable outcomes. We believe many of these can be remedied in the next procurement of Grounds Maintenance, which we understand is commencing shortly.

### **1. General Principles**

The contract for general maintenance, and indeed other contracts for parks related activity, should be structured to ensure that the behaviours incentivised are in keeping with the overall objectives of the Council and are in the interests of residents. In particular, income earning targets should not conflict with encouraging and enabling local residents to easily access health and wellbeing promoting facilities and activities in their parks.

In order to advance the Council's already established policy objectives of improving physical and mental health, enhanced biodiversity, civic renewal and strengthening community life, we recommend that parks are accessible to all, affordable for all, and funded as a basic amenity so that all residents have access to space and facilities to maintain mental and physical health and wellbeing.

### **2. Summary of Recommendations**

#### **◆ Improving Parks Environmental Impact**

- **Biodiversity:** The General Maintenance Contract should incentivise biodiversity through planting and maintenance. We recommend that a Biodiversity Survey be carried out throughout H&F's parks and Open Spaces in order to identify areas that can be set aside for biodiversity planting

- **Onsite Composting:** The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review whether on-site composting and recycling is feasible and advantageous, and set up composting areas in some or all parks

#### ◆ **Improving Parks Maintenance and Management**

- **Tree Maintenance:** The General Maintenance Contract should include tree work in parks and open spaces.
- ***Trial Extended Opening of Parks:*** The Council should consider the feasibility of extending the opening hours of parks and look to introduce automatic locking and unlocking of park gates.
- **Reimagining the Park Warden:** Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a “ Park Warden”. This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park. The Council should consider repurposing the Parks Police and their budget.

#### ◆ **Improving Community Involvement:**

- **Delivering Social Value through Engagement with Residents and Volunteers:** The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park.
- **Delivering Social Value through Apprentices:** We recommend that the procurement strategy for the Grounds Maintenance Contract actively rewards the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities.

#### ◆ **Rethinking the Parks Commercial Strategy**

- Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by LBHF.
- It is understood that private enterprises can often do a better and more efficient job of running sports programmes than the Council directly. We should encourage entrepreneurial persons to run market-leading, community-centred activities for the benefit of our residents. However, management and usage of park land for commercial purposes by any non-Council owned body (including all leases) should only be done on a set of very clear terms which include appropriate reflection of land value, some degree of free community access, clear Council sight on all income and costs, and regular contractual reviews.

- Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned and the parks run as a whole and as efficiently as possible.
- Parks should be affordable to all schools and all residents to use. The use of parks by young people both in and out of school should be encouraged. Engaging young people in outdoor activity is an essential part of education.

### **3. Detailed Recommendations**

#### **◆ Improving Parks Environmental Impact**

##### ***3.1 Biodiversity in our Parks<sup>1</sup>***

The General Maintenance Contract should incentivise biodiversity through planting and maintenance.

We recommend that a Biodiversity Survey be carried out throughout H&F's parks and open spaces in order to identify areas that can be set aside for biodiversity planting that would not affect the other uses, or existing planting maintained by the Maintenance Contractor. This would allow Officers to identify sites for habitat creation projects or 're-wilding' with relaxed maintenance.<sup>2</sup>

In larger parks and open spaces areas of grass should be set aside and cut twice-yearly, returning to meadow, particular under large trees. Planting of early daffodils (for bees) and wildflower plugs to be carried out.<sup>3</sup>

Replacement and additional tree and shrub planting should take into account native wildlife requirements in terms of nectar, pollen, berries, support of invertebrates, and in some instances, carbon capture.

A clear distinction should be drawn between the replacement of dead and dying plants by the Maintenance Contractor, and new planting schemes based on biodiversity carried out under the supervision of H&F's parks horticultural team.

##### ***3.2 On-site Composting***

The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review current practice in managing green waste and evaluate whether on-site composting and recycling is feasible and advantageous. Practically this would involve setting up a composting area in some or all parks.

The Commission expects that this would:

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<sup>1</sup> Parks Commissioners Richard Jackson, John Goodier and Jen Riley are happy to provide further detailed

<sup>2</sup> Many of these sites have already been identified in the Parks Commission Data Base. Some are large (eg. Fulham Cemetery), some medium sized (eg. One of the three dog-walking areas in Ravenscourt Park), and some small (eg. New hedging between Furnival Gardens and the Great West Road).

<sup>3</sup> Planting could be carried out by Maintenance contractors or volunteers

- a. Improve quality control - (the currently used composted mulch is heavily contaminated with litter and sometimes apparent industrial waste). There is no control over herbicide contamination or other toxins which can be an issue if the feedstock is uncontrolled.
- b. Reduce emissions and labour for transport to and from depot.
- c. Compost heaps and fresh woodchip mulch are excellent biodiversity habitat and benefit the soil with improved structure, fungal life, water retention etc. Many of these benefits are lost if its done at an 'industrial' facility. Composting also emits methane, which needs to be offset by optimising the advantages.
- d. All types of natural organic waste are best processed as close to natural decomposition cycles as possible while maintaining horticultural standards. Woodchip, leaf mould, grass clippings and mixed compost all have value. Surplus could be made available to residents and community gardeners.
- e. A good composting system provides re-enforcement/ public education on sustainability, particularly since home composting is the policy for residential green waste.

#### ◆ **Improving Parks Maintenance and Management**

##### ***3.3 Tree Maintenance***

The General Maintenance Contract should consider including all tree work in parks and open spaces.<sup>4</sup>

The existing maintenance contract covers tree work up to two metres. Anything above this height requires an outside contractor at additional expense to the Council. A single contractor overseeing the maintenance of trees in parks is desirable.

##### ***3.4 Trial Extended Opening of Parks***

Many if not most parks throughout London are either not locked or not lockable.<sup>5</sup> Nineteen of LBHF Parks (and 2 cemeteries) are opened at sunrise and locked at sunset, with attendant costs to the Maintenance Contract and/or Parks Police.

We recommend that the Council consult with stakeholders and the Police with a view toward a trial of extending summer opening hours to midnight from June 1 – 31 August 2021. (subject to covid-19 restrictions) This would benefit residents by allowing more time for picnics, running, dog-walking and sports. The Council can then assess any increased anti-social behaviour and revenue from sports facilities.

If successful, the Council could evaluate further park opening extensions as supported by local residents and the Metropolitan police.

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<sup>4</sup> The Parks Department propose to do this in their GMC strategy.

<sup>5</sup> Precise data is still being gathered by Steve Hollingworth.

As part of this move to extended opening hours we suggest that LBHF trial the automatic unlocking and locking of parks in areas where it is feasible.

### ***3.5 Re-imagining the Park Warden***

We encourage the Council to reimagine the “Park Warden” through an oversight provision in the Grounds Maintenance Contract and a redeployment of resources that presently fund the Parks Police<sup>6</sup>.

Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a “ Park Warden”. This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park. This would increase engagement and accessibility in parks and ensure any issues that arise are resolved quickly.

- a. Residents often struggle to engage with the Council on matters pertaining to their park. They feel helpless to report, repair, or improve their parks. They do not know whom to contact.
- b. The Maintenance Contractor is not empowered to engage with residents. Park Officers are not present – possibly because they are overstretched.
- c. While there are examples of excellent Friends Groups within our parks, some have become small clubs or cliques and proprietorial over the park, which places another barrier between a resident and the question they may have or the outcome they hope to achieve.

A “Park Warden” who is responsible for the workings of each park: maintenance, facilities, usage, becomes a single point of contact for residents and will improve efficiency and responsiveness and give all residents a greater sense of ownership in their parks. A “Park Warden” will also provide much needed oversight for maintenance teams and for client businesses who provide services to residents in the park and can ensure higher standards of maintenance are achieved. This named figure will have a mobile phone number which residents can call to make enquiries, suggestions or report concerns.

Replacing the Parks Police, who have no powers of arrest, with a Park Warden who is a named and known figure in the respective local area maintains a sense of safety for residents but replaces a negative anonymous and punitive policing function with a positive local community engagement function.

There is precedent for this: The London County Council invented the concept of the Parks Police in 1889. They had a rethink 16 years later and, in 1905, The Parks

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<sup>6</sup> The Parks Police budget is £625k per year and is entirely funded by the Council out of the general fund. The budget sits in the Community Safety & Regulatory Services cost centre.



Police were replaced by... “Park Keepers” - or “Wardens”.<sup>7</sup>

### ***3.6 Delivering Social Value through engagement with Residents and Volunteers***

The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park in order to develop a greater sense of ownership among members of the community.

### ***3.7 Delivering Social Value through Apprentices and Work Placement***

We recommend that the procurement strategy for the Grounds Maintenance Contract actively rewards the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities. We would look for the procurement strategy to reward commitment to local recruitment and skills development with quantifiable targets for apprenticeships, in-service training, minimum qualification and skills requirements at all staff levels

### ***3.8 Rethinking the Parks Commercial Strategy***

Whilst Hammersmith and Fulham benefits from numerous parks and open spaces, given the density of its urban population, the actual space offered per resident (1.35ha per 1000 residents) sits below the London average. Despite this limitation, the park space in the borough is ‘worked’ very hard to generate income for the Council, which by all measurements it does very successfully. According to financial information available, park land generates between £1.5 to £2m every year, when income from all sports bookings, events, property lettings and profit from private enterprises is accounted for. *(This includes c. £750k p.a. in sports bookings collected by IdVerde, £110k collected from Linford Christie, £450k from parks property and events, £100k of income in the parks budget from markets, park lodges, community rooms and donations, as well as an estimated £300k to £500k in profit generated by private tennis enterprises, the majority of which sits with TFC Leisure (Rocks Lane)).*

However, the majority of this income is unlikely to be visible (or available) to the Council – and therefore challenging to optimise directly – given a number of factors which include:

- a. Separation of income lines across multiple Council budgets (and therefore may make it challenging to align incentives across all parks-related cost and profit centres).
- b. At least two commercial agreements account for approximately half of this income, which do not necessarily reflect the best interest of Council residents or the value of the land (and therefore limit the benefit the council receives from its park land).

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<sup>7</sup> There are several other Parks Police in London: Hampstead Heath, Epping Forest, Kew Gardens, Royal Parks but the only London boroughs still with a Parks Police force are RBKC, LBHF and Wandsworth, Islington, Ealing and Richmond are using “Park Guard” a private security firm. (Information provided by Council Officer Steve Hollingworth)

- c. A cost allocation to oversee this income, which is highly fragmented and inefficient (and therefore reduces actual income to the Council to use for services back to residents).

Furthermore, despite this level of income generation, a number of issues and inconsistencies have been identified, which lead us to believe that usage of the park land is not always on an equitable basis, and not always serving the best interests of our residents.

### **3.8.1 There are significant inconsistencies in land usage and monetisation.**

TFC Leisure makes >£1m in profit over its 3 sites p.a. (based on its Companies House filings and declared tax amounts). With 1 of these sites in H&F, a simple assumption would imply the land generates this for-profit business **c. £350k of profit** every year. In return for this exclusive year-round land access (to a large piece of highly valuable land in Bishops Park), the Council signed an agreement in 2012 to receive only £30k per annum for these privileges.

In contrast, H&F collects £33k from Little Foxes - a children's football club - for non exclusive use of Ravenscourt Park land (approx.. 10 - 20 hours per week during term time.)

**3.8.2 Rather than offering equal access to all, park land exacerbates inequality in our borough.** We have created a situation where publicly owned parkland is generating substantial profits for companies, whilst many schools in the borough cannot afford to use the parks<sup>8</sup> - and offer simple recreational activities to their students - because the cost of access is too prohibitive.

- a. In addition to the TFC leisure example mentioned above, IdVerde retains c. 35% - or nearly £250k per annum in sports booking income park land has generated, as a result of a contract signed in 2018. It is unclear how these IdVerde 'cost's are allocated, and whether there is sufficient oversight to be certain they are efficiently allocated and improving residents' park usage.
- b. In contrast, state schools-in borough, pay c. £30k to the Council per year for usage of park land, which for many is a struggle - and as such many schools have had to reduce usage of the land.

**3.8.3 Finally, despite the substantial costs being removed by private bodies for management and oversight of commercial activities, there is no indication that the service being offered our residents is efficient, easily accessible (both financially and physically), and 'the best' we can do.**

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<sup>8</sup> The Independent Parks Commission made an appeal for evidence to schools in the Borough on the quality and affordability of Parks. The responses we've received are available to review. Four of the five Secondary Schools that responded were concerned about price and/or access.

- a. Indeed, surveys and feedback (of IdVerde overseen facilities) indicate the service is often poor – with long lead times to responses to bookings, difficulty accessing grounds even when booked and paid for, and pricing that proves a barrier to a large portion of our residents, public and charitable bodies. It appears, in many cases, that historic contracts were hugely opportunistic, (See Appendix One) and agreed based on the offer on the table being better than what was currently in place.

**3.8.4 Given the above we have four broad Commercial Strategy recommendations for the Council which may affect the Procurement Strategy of the Grounds Maintenance of Parks, Public Open Spaces and Housing Estates:**

➤ **Commercial Strategy Recommendation 1:**

**Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by LBHF. This platform should be able to accommodate:**

- a. Online bookings of all chargeable and non-chargeable park facilities used by residents, businesses, public services and not-for-profits.
- b. Communications to engage residents, businesses, public services and not-for-profits in all matters pertaining to the delivery of objectives for parks and open spaces and the rationale for the management of each park.
- c. Feedback by residents and park users to the Council and land management bodies on areas requiring maintenance and suggestions for areas of improvement including horticultural and biodiversity improvements.

The data and insights generated from the above platform will enable the council to continuously improve the facilities it offers to park users and ensure costs and capital investments are allocated as efficiently as possible. We believe the efficiencies gained from implementation of this platform, both from current booking management and pricing optimization, will rapidly pay back the cost of platform development. (\*assuming a return to normal park activity following the Covid-19 crisis).

We believe that this technological solution could resolve current Issues identified with sports bookings and management in H&F.  
(See Appendix Two)

Overall it is our believe that a more efficient, comprehensive and agile solution will encourage resident engagement with parks, bookings of facilities and income generated from parks as well as enable the Council to manage decisions to optimize park land for community benefit.

### **Benefits/Objectives:**

- a. Transparent central platform for all key stakeholders to communicate with park's management and make bookings of facilities.
- b. Self-serve marketplace functionality – like an Airbnb for parks facilities – which outlines availability, pricing, conditions specific to each stakeholder.
- c. Data analytics on usage for council to optimise availability/pricing with demand with commercial and community objectives in real time.
- d. Streamline distributed costs across different H&F departments and contractors and build-in true visibility and accountability of cost centres to facilities.
- e. Enables the Council to take cost out of the Sports Bookings component of the General Maintenance contract, whilst being able to receive the full financial benefit of bookings.
- f. Centralized communications point with aim of increasing engagement with residents and responding to issues quickly. Residents and stakeholders engaged in self-regulating our parks conditions.

A centralized platform could help with creating opportunities in parks and open spaces for all residents to improve their physical and mental well-being and improving access for more vulnerable residents by making it easier to get information on what is happening in the parks, facilitate booking and one platform for dealing with issues/concerns.

Additionally it would help improve access to recreational facilities for residents, whilst enabling the Council to promote its activities in biodiversity and carbon capture, and working with local business to improve access and facilities.

### **Feasibility and Cost estimate**

The Commission believes that the creation of an online system is completely feasible at a very manageable cost and light investment. Information can be held in the cloud making the system scalable and allowing for an inexpensive trial should that be required. Software exists or a bespoke application can be developed at a low cost. The pace we believe it would pay back is less than the present single year cost of the Sports Booking System.

We acknowledge that this significant change in approach will have implementation considerations and challenges which we have identified. (See Appendix Three)

➤ **Commercial Strategy Recommendation 2:**

**It is understood that private enterprises can often do a better and more efficient job of running sports programmes than the Council directly. And we should encourage entrepreneurial persons to run market-leading, community-centred activities for the benefit of our residents. However, management and usage of park land for commercial purposes by any non-council owned body (including all leases) should only be done on very clear terms, which include the following:**

- a. The value of the land is appropriately reflected in the terms of the lease, exactly how any commercial property or land lease with a private body would be construed.
- b. The Council has clear sight on all charging policy and income collection.
- c. Land is never managed under 'exclusive' contracts, ie. There should always be some amount of free, public access.
- d. Applications for leasing park buildings and facilities should be evaluated with a holistic view of public benefit.

➤ **Commercial Strategy Recommendation 3:**

**Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned and the parks run as a whole and as efficiently as possible.**

- a. Park income and expenditure is presently spread across four independently functioning departmental groups: Sports Booking (IdVerde), Events Team, Property Services, Parks. This creates duplication, inefficiency, a failure of oversight, and a propensity to pass responsibility from one department to another.
- b. By centralising control one can more readily track income and expenditure and allow for more efficient management of the Council's park resources and facilities.
- c. Income earned from activities in the parks should go to the parks department enabling them to run high quality parks with regular improvements and enhancements in facilities and properties to increase use by local residents.

➤ **Commercial Strategy Recommendation 4:**

**Parks should be affordable to all schools and all residents to use.**

The use of parks by young people both in and out of school should be encouraged. The Council should work with schools to find an equitable way to provide green, open space for children's sporting activities as part of their essential education.

- a. The Council should work with local state schools to ensure they have sufficient free access to parks.<sup>9</sup> This needs to be managed and shared between schools and residents fairly.
- b. Concessions to enable affordable sport should be employed. Children from low income families are reported to struggle with affordability. Youth sports coaching have to charge higher fees to accommodate the high charges they have to pay. The very cohort of people we are trying to encourage to use our parks are often the ones who are being denied access. Inhibiting access foments a lack of cohesion in communities.
- c. There should be a coherent charging policy, with clear underpinning principles for charging that reinforce the adopted objectives of the Council of improving physical and mental health, and strengthening community life. No one should be unable to afford to use the borough's parks.



***The Independent Parks Commission would like to express its enormous gratitude to Council Officer Stephen Hollingworth, Assistant Director Leisure, Sport & Culture, for his assistance, insight, and clarity in providing information to the Commission and explaining the challenges that he has inherited, and Council Officer Peter Smith, Head of Policy and Strategy, Public Services Reform for his guidance and help in facilitating the work of the Commission.***



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<sup>9</sup> Where Schools cause additional costs, there should be some means for covering these costs.



## Appendix One

### **Analysis of the opportunistic outcome of the variation to the Sports Bookings component of the present Grounds Maintenance Contract.**

This information was provided by Council Officers at the request of the Commission. We believe this to be an accurate description of the situation based on the information provided. Figures are from when the sport income guarantee began in January 2018. For the first year and up to March 2019, the guarantee was £450k. However, this was renegotiated to £520k from April 2019.

The first income guarantee period started from January 2018 to March 2019 accounts. It was agreed that the first year of the contract would run for 15 months. For the first 15 months of the contract the guaranteed minimum payment was set at £450K and the profit share threshold was at £561K.

#### **Total income for the period: £896.5k.**

The attached accounts show £562k returned under the guaranteed minimum payment for 5 periods i.e. (£450k/12x15) and £14.5K still owing to LBHF, after the Contractor's costs. (Please note that the profit share threshold had not been reached. (i.e.  $561/12 \times 15 = £712k$ . £712k had to be reached to trigger the profit share.) A total repayment for the 15 months is £562.5k, plus the balance of £14.5k = a total of £577k.

In May 2019, LBHF confirmed that they required the guaranteed minimum payment to increase to £520k per annum from the 1st of January 2019 rather than the 1st April 19. A provision in the May 2019 accounts was made to allow for this.

The agreement for year two and subsequent years is that the guaranteed minimum payment increase to £520k and the profit share threshold was matched to this.

#### **Contractor Costs and 6.5% margin**

Agreed costs including the guaranteed minimum payment are deducted from revenue. If there is a balance, then the Contractor deducts a 6.5% margin on income. The margin on this contract is not guaranteed. If there is any surplus following this then it is shared on a 50/50 basis.

- there is approximately £54k management and Administration costs taken by the Contractor.
- £190.5k staff costs (3 staff plus on costs: i.e. pension contributions)
- £11.5k over heads
- £5k vehicles and materials

£260k total costs taken

Plus an additional 6.5% on the gross sum of £896,500

- 6.5% x £896,500 gross income = £58,272

**Total taken by the Contractor (IdVerde) in costs and 6.5% margin: £318.5k**

Total revenue earned: 896,500  
 Revenue to Council: 577,000 64.4% guarantee plus  
 Revenue retained by IdVerde: 318,500 35.5% costs and fixed margin

**LBHF Sports Bookings Summary January 2018 - March 2019**

	Q1	Q2	Q3	Q4	Total 2018	Q5	Total to 31/3/19
Income Received	£ 22,122	£ 192,944	£ 243,499	£ 163,192	£ 621,757	£ 137,000	£ 758,757
Debtors Movement	£ 59,099	£ 59,728	-£ 8,185	-£ 16,424	£ 94,218	-£ 30,804	£ 63,415
Accrual re sales not invoiced	£ -	£ -	£ -	£ 25,000	£ 25,000	£ 54,000	£ 79,000
Stripe Fees paid	-£ 160	-£ 422	-£ 1,776	-£ 1,540	-£ 3,899	-£ 721	-£ 4,620
<b>Total Income</b>	<b>£ 81,060</b>	<b>£ 252,250</b>	<b>£ 233,538</b>	<b>£ 170,228</b>	<b>£ 737,076</b>	<b>£ 159,475</b>	<b>£ 896,551</b>
<b>Costs</b>							
Management & Admin	£ 10,502	£ 10,502	£ 10,502	£ 10,502	£ 42,007	£ 11,666	£ 53,674
Staffing costs	£ 30,522	£ 35,914	£ 42,636	£ 41,256	£ 150,328	£ 39,974	£ 190,302
Materials	£ -	£ -	£ 815	£ 37	£ 852	£ 324	£ 1,176
Vehicles & Plant	£ 780	£ 799	£ 837	£ 893	£ 3,309	£ 921	£ 4,230
Overheads	£ 1,652	£ 2,773	£ 267	£ 5,563	£ 10,253	£ 1,284	£ 11,537
<b>Total Costs</b>	<b>£ 43,455</b>	<b>£ 49,987</b>	<b>£ 55,057</b>	<b>£ 58,250</b>	<b>£ 206,750</b>	<b>£ 54,169</b>	<b>£ 260,919</b>
<b>Profit Total in Period</b>	<b>£ 37,605</b>	<b>£ 202,263</b>	<b>£ 178,481</b>	<b>£ 111,978</b>	<b>£ 530,326</b>	<b>£ 105,305</b>	<b>£ 635,632</b>
Less IDV 6.5%							-£ 58,576
Less: GMP already paid to LBHF							-£ 562,500
<b>Balance - all owing to LBHF as threshold profit-share level of £561k in year (so £701k in 5 Quarters) was not achieved</b>							<b>£ 14,556</b>

## Appendix Two

### **We believe that this technological solution could resolve current Issues identified with sports bookings and management in LBHF.**

1. **Fragmented & Confusing for Users:** Systems that run bookings and communications around parks facilities are fragmented across online platforms, call centers and email addresses under the control of multiple parties e.g. 4 different H&F council departments, IdVerde, LTA (for some tennis courts) and third party software services. This is confusing and prevents stakeholder (residents, businesses, public services and not-for-profits) engagement.
2. **Inefficient and Lacking Transparency:** Stakeholders (residents, businesses, public services and not-for-profits) are not aware of the general information and facilities they can lease or book for their usage of park facilities in any easy to access or easily bookable way. The current system is not consolidated or automated, and in some cases it is an inefficient process which adds staff costs for the council and its contractor, whilst creating a time-consuming and frustrating process for park users. Additionally, it does not facilitate competitive bidding for potentially high value leases of facilities.
3. **Misaligned Incentives and Outcomes:** Current terms with the contractor optimise for a flat fee returned to the council with a profit share above a certain threshold (once the contractor has allocated their costs). Given the complexity of the interests that the council needs to navigate and the varied considerations of stakeholders involved who should be given fair access to parks facilities, incentives under the current contract are not aligned to the council's objectives (e.g. gives rise to unfair/putative pricing to public services such as schools or small commercial enterprises or small residential gatherings, whilst not enabling efficient charging for commercial charges).
4. **Limited Optimisation of Public Land Use:** The council has no control to lever how parks' facilities are used for all stakeholders (residents, businesses, public services and not-for-profits) – be this optimizing availability for different stakeholders or optimizing pricing to ensure they monetise demand for services whilst balancing access for public services, not-for-profits or vulnerable residents. Whilst the council can request access to the booking data, it is currently not set up to do so (& the data is no longer transferred to the council), as such opportunities to improve and optimize commercial terms for residents and users (and balance their interests with that of the council) are not being explored.
5. **Income Leakage and Cost Inefficiency:** The nature of the contract with the Contractor means that c. 35% of income generated by sports bookings is 'lost' to the council, with the contractor spending c. £250k p.a. to manage the bookings. Given the inefficient nature of the bookings (which could be easily optimized through technology), and poor feedback from facility users about ease of access and availability, it is not clear that this "cost" is being efficiently allocated.

6. **No Direct Feedback System:** The fragmented nature of bookings and management means that any issues, challenges or suggestions for improvement by residents and users are challenging to collect by the council. Correspondingly, it is also challenging for residents to know who to contact to improve facilities and access – and it is likely many well-intended ideas do not end up with the right people.

## Appendix Three

**Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by LBHF.**

### Implementation Considerations

- a. Evaluate whether third party software currently used by the council can meet the objectives.
- b. Evaluate whether a bespoke platform should be built specifically for the council's objectives or whether a specialist white labelled software allows for enough customization and flexibility to meet the objectives.
- c. Determine the upfront investment required by the council to achieve these objectives.

Determine the cost savings and income optimization achievable through this new platform, and therefore how quickly the council would achieve a return on its investment.

### Implementation Challenges and Mitigation

- A. **Viability:** Clear potential benefits of bringing this in-house highlighted above but an evaluation of cost of implementation vs. potential financial upside required.

*Mitigation: High level opportunity cost analysis as a starting point.*

- B. **Investment:** Upfront cost will need to be lump sum investment in this infrastructure (though if largely off-the-shelf solutions can be identified, this investment is likely to be limited)

*Mitigation: Evaluate costs of implementation and how much of this is offset by cutting cost out of the Idverde contract.*

- C. **Execution:** Consider whether this is best built as a bespoke platform for the council's needs or whether a white labelled booking platform provides adequate solution and enough flexibility to meet the goals.

*Mitigation: Evaluate all potential technology options against a clear set of feature requirements and council priorities*

- D. **Management:** Consider who should manage this for the best outcomes against the council's objectives.

*Mitigation: Identify all possible on-going management options and assess their merits and disadvantages. Make an informed recommendation to the council, identifying challenges that might arise and a clear path for dealing with them.*

- E. **Timings:** Unlikely this can be introduced prior to the new maintenance contract. Could be introduced at a later stage in which case determine what should be requested in the contract to facilitate the transition and allow switching mid contract.

*Mitigation: Ensure the contract is constructed in a flexible enough way to allow bookings to be removed from it. Ensure this does not result in any detrimental impact on the GM contract (i.e. additional costs being added to it due to loss of commercial income)*

- F. **Integration:** How a new centralised system will interface with various stakeholder's IT systems i.e. contractor, council, suppliers.

*Mitigation: This should be thoroughly evaluated and costed as part of the viability, implementation and execution workstreams above. The team will need to understand related council IT infrastructure, what CMS systems are used, and any back-end integrations that will be required. This will depend heavily on the agreed features and requirements for the platform, which will need to be specified at the outset.*

- G. **Third party apps:** Consider whether in all cases this replaces use of third party applications used by the contractor to enable online booking (e.g. tennis courts via Booker).

### **Recommended Interim Next Steps**

1. High level opportunity cost analysis as background analysis to support return on council's investment in the project. Understand total costs currently deployed to manage bookings across the council and third parties, and what they achieve in terms of income. Identify how much of this cost is redundant (e.g. generated because two bodies are doing the same task), and how much could be better optimised through a technology solution. Identify at a high level how much cost (from ongoing software fees, to headcount and equipment required) would be needed to manage bookings with a digital system.
2. Agree the full "must have" and "should have" set of requirements and features for the platform, including what must be within an MVP, and what its longer term objectives should be. This will then determine what software solutions are feasible.
3. Understand the current (relevant) council and 3<sup>rd</sup> party software infrastructure, and what systems require integration to enable a full end-to-end booking process. This should include how data records and user accounts need to be stored, managed and de-duplicated across existing systems, and what financial payment and processing system integrations are needed.



4. High level research into software solutions and fixed/variable costs that would enable the council to efficiently meet this objective.
5. Comparative research into best practices i.e. how other councils/parks/governments have tackled this issue (after all this is not new) – and possibly how private enterprise booking systems have delivered savings. Evaluate the opportunity to co-invest in this solution with other councils who have similar needs.

London Borough of Hammersmith and Fulham Independent Parks Commissioners:

- Tim Prager (Chair)
- Paul Appleton
- Heather Farmbrough
- John Goodier
- Judy Hargadon
- Richard Jackson
- Kevin McIntosh
- Rosemary Mortimer
- Jennifer O'Riley
- Lindsay Tethal Wright
- Isabella Thomas

**The London Borough of Hammersmith & Fulham  
Independent Parks Commission  
Terms of Reference**

Timothy Prager  
Chair of the Independent Parks Commission

**Introduction**

Hammersmith & Fulham is blessed with a patchwork of ornate parks, green and open spaces.

Starting at the ancient common land of Wormwood Scrubs in the north, one could meander south through pockets of life-affirming nature travelling through a stunning collection of over 40 borough parks, public gardens and green spaces, ending up on the riverfront with all its wildlife and colour.

Our open spaces offer our residents a chance to play, exercise and breath easier and provide opportunity for the borough to facilitate good physical and mental health, civic renewal and a strengthening of our community life.

The Independent Parks Commission will consider all of the above focusing on how our residents get the most from our open spaces, what we do to improve them, while protecting them and making them sustainable for future generations and for the enhanced biodiversity of the borough.

It will report its independent findings to the Borough's Community Safety and Environment Policy and Accountability Committee.

**Review scope**

- What is the vision for our parks, green and open spaces?
  - How can they facilitate the achievement of the Council's stated public policy objectives of: improving physical and mental health, enhanced biodiversity, civic renewal and strengthening community life?
- What is the best way to involve local people in the decisions made about our parks?
  - How do we ensure the council engages a full and wide diversity of people in the decisions we make about our parks?

- How can we devolve powers to residents, so decisions are made expediently, with probity and in the interests of all the parks current and potential users?
- How should the management of: sports bookings, parks buildings, and rental of public areas operate in a way that ensures good value to both the council and the users; probity, and affordability?
- What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?
  - What's the best way to manage our parks?
  - What's the best way of ensuring our parks are financially sustainable and have the resources to deliver the improvements our residents want?
  - What's the best way to ensure that residents feel safe in our parks?
  - What's the best way of keeping our parks safe and open for use during the maximum number of hours?
  - How can increased use of technology be employed to encourage greater residents use of our parks.
  - How can we enhance the biodiversity and environmental sustainability of our parks?

## Appendix 4.

### **Parks Commission interim report recommendations: H&F Council officer responses and July 2021 update on progress.**

**Recommendation 1. Biodiversity:** The General Maintenance Contract should incentivise biodiversity through planting and maintenance. We recommend that a Biodiversity Survey be carried out throughout H&F's Parks and Open Spaces in order to identify areas that can be set aside for biodiversity planting.

Response - Increasing biodiversity will be included in the Procurement Strategy Report.

July 2021 Update:-

Greater areas of biodiversity have been included in the specification and a baseline biodiversity survey is being commissioned by the Climate and Ecological Emergency Team across the borough, so we can, demonstrate year on year improvement.

**Recommendation 2. Onsite Composting:** The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review whether on-site composting and recycling is feasible and advantageous, and set up composting areas in some or all parks.

Response - On site composting will be included as part of bidder proposals and included in the Procurement Strategy Report.

July 2021 Update:-

Composting was included in the specification and contractors have come up with proposals as part of their method statements are part of their bids.

**Recommendation 3. Tree Maintenance:** The General Maintenance Contract should include tree work in parks and open spaces.

Response - Tree Maintenance will be included in the Procurement Strategy Report.

July 2021 Update:-

A tree maintenance contract has been included in the procurement for all trees in the borough and tenders are being evaluated. General pruning is included within the grounds maintenance contract.

**Recommendation 4. Trial Extended Opening of Parks:** The Council should consider the feasibility of extending the opening hours of parks and look to introduce automatic locking and unlocking of park gates.

Response - The proposed trial of extended opening hours will be addressed by Cabinet, when considering the Parks Commission's final report.

**Recommendation 5. Reimagining the Park Warden:** Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a "Park Warden". This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park.

Response - Reimagining Park Wardens will be addressed by including a requirement within a new contract, that the contractor must have a named person responsible for each park as a point of contact. This will be included in the Procurement Strategy Report.

July 2021 Update:-

This is a requirement of the new specification and contractors have submitted their proposals for named contacts per park. These will be included on the website and on the parks notice boards.

**Recommendation 6. The Council should consider repurposing the Parks Police and their budget.**

Response - The Parks Police and their budget will be considered by Cabinet, when taking into account the Parks Commission's final report.

July 2021 Update:-

In April 2021 the council commenced employment of its new Law Enforcement Team (LET). The LET comprises of 72 staff creating one of the biggest environmental enforcement teams in the country. The team are responsible for providing high visibility presence in our parks and green spaces, housing estates, commercial areas, and residential roads.

Each ward will have an allocated officer who will ensure they know all the key partners in that ward.

Currently officers are undergoing an intense training period and transitioning onto their shift patterns. The LET service is a uniformed service with all officers easily identifiable to the public. More information on the team can be found via our webpage - [Law Enforcement Team | LBHF](#)

Residents are encouraged to share intelligence with the LET and you can do so via [LET.HF@lbhf.gov.uk](mailto:LET.HF@lbhf.gov.uk) and, as you see the LET officers in parks, residents are encourage approach them and engage with them to share knowledge, passion and equally any concerns .

**Recommendation 7. Delivering Social Value through Engagement with Residents and Volunteers:** The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park.

Response - The social value proposal, regarding incentivising engagement with volunteers and local people, will be included in the Procurement Strategy Report.

July 2021 Update:-

Volunteering is included as part of the social value of the contract and proposals have been submitted as part of the contractors submissions.

**Recommendation 8. Delivering Social Value through Apprentices:**

The procurement strategy for the Grounds Maintenance Contract should actively reward the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities.

Response - The social value proposal, regarding apprenticeships and work placements for young people and disabled people will be included in the Procurement Strategy Report.

July 2021 Update:-

Apprenticeships are included as part of the social value of the contract and proposals have been submitted as part of the contractor's submissions.

**Recommendation 9. Bookings for all sports facilities and land should be brought in-house** and run through a single, centralised digital platform, owned and controlled by H&F.

Response - This will be included in the Procurement Strategy Report.

July 2021 Update:-

Sports bookings are not included in the contract and officers are currently investigating improved booking platforms to be in place by February next year.

**Recommendation 10. The management and usage of parks land for commercial purposes by any non-council owned body (including all leases)** should only be done on very clear terms which include appropriate reflection of land value, some degree of free community access, clear Council sight on all income and costs and regular contractual reviews.

Response – The management and usage of parks land for commercial purposes by any non-council owned body (including leases), will be addressed by Cabinet, when considering the Parks Commission`s final report.

**Recommendation 11. Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned, and the parks run as a whole and as efficiently as possible.**

Response - The management of parks-related costs and income will be addressed by Cabinet, when considering the Parks Commission`s final report.

July 2021 Update:-

Parks budgets for expenditure and income have been pulled together into one place to provide greater transparency and ease to access this information.

**Recommendation 12. Parks should be affordable to all schools and all residents to use.** The use of parks by young people both in and out of school

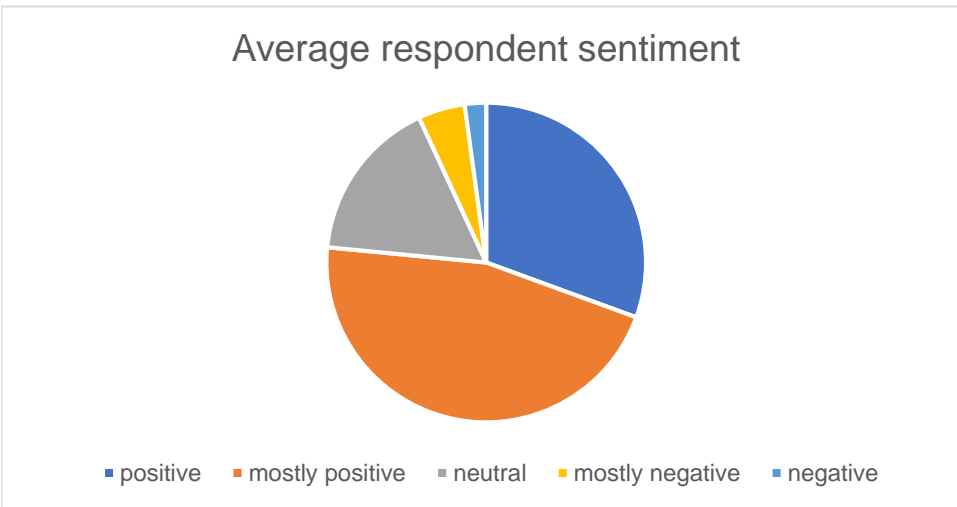


should be encouraged. Engaging young people in outdoor activity is an essential part of education.

Response - This will be addressed by Cabinet when considering the Parks Commission's final report.

Appendix 5. H&F Parks Commission resident consultation - summary of responses


Average respondent sentiment



Question	Issues categories	Detailed issues	Number of responses	Particular parks/areas	Additional info	
How do you think we could improve parks and open spaces?	Maintenance	Better care of lawns / grass	17	Eel Brook Common, Frank Banfield, the cemeteries, Brook Green, Ravenscourt Park		
		Litter/recycling - more information / campaigns	19			
		Litter - more bins / litter collections	46	All		
		Path - improve maintenance	10	Ravenscourt Park, Wormwood Scrubs, South Park, Fulham Cemetery	Particular concern for those with mobility issues	
		Enforcing responsible dog ownership	27			
	Facilities	More places to sit	9	Wormwood Scrubs, Brook Green, Bishops Park, Margravine Cemetery, Hammersmith Park, Bayonne Park		
		Toilets - improvements or new facilities	41	Wendell Park, Normand Park, Eel Brook Common, South Park, Hurlingham Park, Ravenscourt Park, wormwood Scrubs	South Park particularly highlighted as a health hazard. At Eel Brook Common, school kids are using bushes.	
		Sports - would like outdoor gym	15	Frank Banfield, Furnivall Gardens, Hammersmith Park, Ravenscourt Park, Lillie Rd Rec		
		Sports - improvements to pitches / courts / changing facilities	21	Eel Brook Common tennis courts, Ravenscourt Park courts, South Park		
		New / better café facilities	18	Wendell Park, Normand Park, Ravenscourt Park, South Park, Wormwood Scrubs	Repeated concerns about the state of the pizza hut in South Park	
		Playground equipment improvements	15	Normand Park, Ravenscourt Park, Wormholt Park, South Park, Wormwood Scrubs		
		Water fountains	4			
		Water play areas	6			
		Greening and biodiversity	Encourage more biodiversity	25		Install bug hotels
			Plant more flowers	11	Ravenscourt Park, Normand Park, Brook Green	
	Plant more trees		10	Shepherds Bush Green		
	Water young trees		4			
	Information boards about nature		4			
	Nature activities - walks, bird spotting etc		2			
	More community gardens / allotments		11			
	More hedge-planting		1	Along the A4 corridor		
	Safety and security	Cyclists need controlling / banning	18			
		Greater police presence	9			
		Better control of gangs and drug-dealers/takers	16	Hammersmith Park, Eel Brook Common, Margravine Cemetery, Wormholt Park, Marcus Garvey, Normand Park		
		Reinstate park wardens	10			
		Lock all parks at night	4			
	Dogs	Create dedicated dog play areas	2			
		Create dog-free zones	9			
		More water points for dogs	2			

<b>What is the best way to involved local people in the decision made about our parks?</b>	Friends groups	Friends groups being more proactive in engaging wider community	23		Often described as non-representative and insular
	Leaflets / flyers / newsletter		21	1	
	Notices and display boards		21		
	Online surveys like this one		96		
	Get local schools involved		20		
	Better use of council / other social media and e-news		40		
	Going out to parks to talk to users		39		
	Community forum		27		
	Involve more community organisations, eg. HCGA, Mutual Aid Groups, Fulham Good Neighbours, TRAs		18		
	Other ideas:	Provide guided walks around parks	3		
	Organise litter picks	1			
	Suggestion boxes in parks	2			
<b>How do you think the council can ensure a diverse group of people make decisions about our parks?</b>	Friends groups	Should represent local demographics	7		
	Council	Employ more diverse maintenance and decision-making staff	2		
	Direct engagement	Talk to park users themselves	30		
		Pro-active engagement of diverse groups	44		Via faith groups, community organisaaitons etc
		More direct engagement with neighbours around parks	19		
	Other ideas	Don't rely on people attending meetings - be more imaginative	1		
	Council/public health/communitiy partnership campaign to promote use of parks	4			
<b>Additional info/ideas</b>	Create green corridors from main roads and parks and green spaces				
	Funfairs detract from parks and cause a lot of damage - need to pay		3		
	All new developments should include requirement for a sports pitch to				
	Council should focus resources on parks in less wealthy areas				
	Limit court bookings to 1 hour / once a week to allow more people to play. Many people don't turn up and the courts are left empty		14	Ravenscourt Park, South Park and others	
	Mixed equipment for kids and adults - eg. pull-up bars at different				
	Adult table tennis				
	Pet-free picnic areas				
	More bicycle parking at park entrances		3		
	Promote food markets or BBQs to encourage people to get out and		5		
	More skateboard facilities				
	More sculptures / art in parks		3		
	Encourage community fundraising for equipment and other				
	Give people options about how to spend the available funds				
	Allow schools to book sports facilities for free during school hours				
	Prohibit the use of amplified sound in smaller parks				
	Create diversity and inclusion playgrounds - get the community to				
	More safe crossing points to get to park gates				
Create 'parks champions' for each park					

Appendix 6.

<b>London Borough of Hammersmith &amp; Fulham</b>		 hammersmith & fulham
<b>CABINET</b> <b>4 DECEMBER 2017</b>		
<b>PROTECTING THE BOROUGH'S PARKS AND OPEN SPACES</b>		
<b>Report of the Cabinet Member for Environment, Transport and Residents Services: Councillor Wesley Harcourt</b>		
<b>Open Report</b>		
<b>Classification - For Decision</b>		
<b>Key Decision - Yes</b>		
<b>Wards Affected: All</b>		
<b>Accountable Director: Mahmood Siddiqi, Director for Transport and Highways</b>		
<b>Report Author: Ullash Karia, Head of Leisure &amp; Parks</b>		<b>Contact Details:</b> Tel: 020 7938 8170 E-mail: <a href="mailto:Ullash.karia@rbkc.gov.uk">Ullash.karia@rbkc.gov.uk</a>

**1. EXECUTIVE SUMMARY**

- 1.1 This report seeks Cabinet approval for the Council to enter into individual site Deeds of Dedication (where appropriate) with Fields in Trust (FiT) to provide additional protection for the borough's parks and open spaces in perpetuity.
- 1.2 This proposal and the way forward was supported by the recent Parks Commission, chaired by Councillor Guy Vincent, and endorsed by the Community Safety, Environment and Residents Service Policy and Accountability Committee on 28 June 2017.
- 1.3 Cabinet fully understands that under the Deed of Dedication the ownership and management of the park firmly remains under the authority of the Council. To confirm FiT would have no jurisdiction or influence on how the Council operates or wish to run their parks. FiT would have no active management role or decision making powers in the operational running of the parks.
- 1.4 The protection of the borough's green spaces reflects the Council's determination to be the best in the country. It has strong links to our community sport and physical activity strategy (2017-21), and the health and

wellbeing strategy aiming to be a Healthy, Caring Place. Specifically, this will support a life course approach - “start well, stay well and age well” and will seek to reinforce ‘health prevention is better than cure’. This will enable the Council: -

- to build social, economic and physical environments that create the necessary conditions to protect, promote and support health and well-being.
- to ensure that all public policies contribute to protecting and improving people’s health and well-being.

## **2. RECOMMENDATIONS**

- 2.1 To endorse the recommendation of the Parks Commission and the Community Safety, Environment and Residents Service Policy and Accountability Committee that the Council protect the borough’s parks and open spaces via entering into individual site Deeds of Dedication with Fields in Trust as appropriate.
- 2.2 To delegate authority to the Director for Transport and Highways, in consultation with the Cabinet Member for Environment, Transport and Residents Services, the Cabinet Member for Finance and the Strategic Director of Finance to work with the Parks Commission and individual park groups to progress their specific deed of dedication with Fields in Trust.
- 2.3 To acknowledge the positive input from all those involved in the Parks Commission in reaching a common consensus.

## **3. BACKGROUND**

- 3.1 In 2014 the administration made a commitment in their ‘The change we need’ manifesto that if elected they would seek to afford the borough’s parks and open spaces with better protection:

### *Protecting our parks*

*The council should be a trusted custodian of our parks, put our parks in a residents trust to prevent them being sold off*

- *Maintain fair access that keeps our parks open to all and restricts their use for private events and by out-of-borough schools.*

- 3.2 Since Autumn 2014 officers have been looking at the various options available to deliver this commitment; namely .to identify a solution that will not impinge on the Council’s ability to carry out day-to-day management, but also provide protection in perpetuity for the future benefit of residents.
- 3.3 FiT maintains relationships with a network of trusts and foundations across the country and are continuously raising money to offer grants to other protected sites. FiT have also launched a new pilot programme with London Marathon Charitable Trust (LMCT) called ‘Active Spaces’. This programme combines increasing activity on green spaces with protection. Should Cabinet approve this proposal, one of the direct benefits would be that a nominated

park of Council's choice would be included in this programme and receive a guaranteed £5,000 revenue grant aimed at creating a project to get inactive community members more active.

- 3.4 FiT also sustain positive associations with a number of national organisations across the country. These formal partnerships include; The Lawn Tennis Association (LTA), Rugby Football Union (RFU), Football Association (FA), Sport England and the Heritage Lottery fund.

#### **4. OPTIONS CONSIDERED, DELIBERATED AND THEN DISCOUNTED**

##### **4.1 Do nothing**

- 4.2 This option maintains the current status quo.

- 4.3 With this option the governance and strategic vision of parks and open spaces is limited and remains the same. Therefore, it is not in line with the administration's aims and aspirations to further protect parks and open spaces.

- 4.4 This option also limits access to potential external funding available to the Council. With this option, any reduction in financial contribution from the Council is unlikely to be replaced by third party funding.

##### **4.5 A borough-wide Parks Trust**

- 4.6 A number of authorities have now set-up 'Arm's Length Management Organisations' (ALMOs) some of which include parks and open spaces. Some examples in London are the London Borough of Redbridge, who have created Vision Redbridge and the London Borough of Wandsworth, who have created Enable Leisure and Culture.

- 4.7 In order for such a trust to operate successfully it needs a certain amount of autonomy as well as a board of trustees. Ultimately the trustees will set the direction of any organisation and have a high degree of autonomy. It is entirely possible these trustees may come with distinct and individual views and wish to exercise their influence. Potential objectivity, including political neutrality, could be lost and the works of the trust could be subject to individual and political influence.

- 4.8 In addition while savings can be achieved through this option, it is likely such an organisation would want their own staff and therefore there would be costs and liabilities associated with this.

- 4.9 To date the only recognised independent area wide trust to exist is the Milton Keynes. The Milton Keynes Parks Trust was created in 1992 to care for most of the city's green space and was endowed with a substantial property and investment portfolio, giving the trust a net asset value of circa £85,000,000. The income from this portfolio pays for the vital work of nurturing and enhancing the landscape. It is entirely self-financing. The majority of land managed by the Parks Trust is covered by a 999-year lease; Milton Keynes Council retains the freehold.

4.10 Granting a lease like that of the Milton Keynes Parks Trust would give the Council almost no influence going forward. The Council is also not in a position to offer an endowment to that provided in Milton Keynes and therefore continued support from the Council would be required.

4.11 The advantage to such an organisation is that it is likely to be able to access external funding, which is not available to the Council.

#### **4.12 Individual Parks Trusts**

4.13 Individual park trusts are likely to put much more onus on the individual trustees because of the size of each organisation. They are unlikely to generate or guarantee enough income to cover staffing costs and therefore continued support from the Council will be required.

4.14 Having multiple parks trusts is also likely to make it difficult to find enough individuals to fill the required positions on multiple trusts.

4.15 Some sites by their very nature offer more commercial and income generation opportunities and therefore this would put some sites at an advantage against those where such opportunities are not available. These commercial and income generation opportunities may also be of the nature, which the administration is seeking to provide protection from.

4.16 The advantage to this option is that those directly involved are likely to be local residents and therefore the management and operation of sites would hopefully be more tailored to that of the local community and residents.

#### **4.17 Conclusions**

4.18 For the reasons outlined above and after detailed discussions at the public parks commission meetings noting the administration's commitment to provide additional protection to the borough's parks and open spaces, all of above options were discounted.

### **5. THE PARKS COMMISSION**

5.1 The Parks Commission was formed by the administration with the purpose of considering how to provide additional protection to the borough's parks and open spaces.

5.2 The commission held its first meeting on the 17 January 2017 and then subsequently two further meetings on the 7 March 2017 and 23 May 2017. The commission was chaired by Cllr Vincent.

5.3 The meetings were well attended with representatives from over 15 of the borough's parks and open spaces. There were also attendees who have a general interest in the borough's parks and open spaces rather than specific sites.



- 5.4 David Sharman, Fields in Trust Development Manager, presented at the second meeting (the presentation is attached in *Appendix One*).
- 5.5 The Deed of Dedication offers protection to sites by acting as a covenant; the deed is registered with the Land Registry.
- 5.6 It is proposed each site has its own Deed of Dedication and therefore each one will be tailored to individual sites. Within the deed will be a list prohibited acts including the sale or grant of a long term lease of the green space and prohibited activities (these will be bespoke for each site but may for instance be a limit on the number or type of events held at a site each year). Any proposals in the future that fall within the prohibited acts or activities would require the consent of the independent body, FiT, to execute and would be considered by the Fields in Trust trustees.
- 5.7 The Fields in Trust committee would not unreasonably refuse permission for activity outside the Deed of Dedication but would seek to ensure the Council has adequately consulted and the proposed activity is broadly in line with their aims and objectives and beneficial to the individual site concerned.
- 5.8 A copy of Fields in Trust's Local Authority Draft Non-Charitable Deed of Dedication is attached in *Appendix Two*.

## **6. FIELDS IN TRUST (FiT)**

- 6.1 FiT were founded by King George V in 1925 as the National Playing Fields Association (changing their name to Fields in Trust in 2007). Their mission is to ensure that everyone – young or old, able or disabled and wherever they live – has access to free, local outdoor space for sport, play and recreation. These spaces are vital to building happy and healthy communities and sadly continue to be threatened by all kinds of development.
- 6.2 FiT are a national charity and operate throughout the UK to safeguard recreational spaces and campaign for better statutory protection for all kinds of outdoor sites.
- 6.3 FiT are governed by an independent board of trustees who bring together a wide range of expertise and knowledge in relation to parks and open spaces.
- 6.4 Over 2,600 sites are now safeguarded by FiT. Glasgow City Council undertook a similar exercise to the one being done in Hammersmith & Fulham and are looking to provide protection/safeguard to 27 sites.
- 6.5 FiT run their own funding programmes, which are open to sites with a Deed of Dedication. Any borough sites that have a Deed of Dedication would therefore become eligible to bid for this funding.

## **7. DEED OF DEDICATION**

- 7.1 A Deed of Dedication via FiT would permanently safeguard outdoor recreational spaces in perpetuity. FiT would act as a guarantor to ensure the sites are protected from future development. They would be independent of

the Council and as a charity, are governed by the Charities Commission. FIT will have no active management role or decision making powers in the running of the parks and open spaces.

- 7.2 Site specific covenants can be made on sites about what is acceptable and what is not acceptable e.g. who should be consulted. A degree of flexibility is offered and site specific individual user clauses can be implemented.
- 7.3 There will be positive public health implications as the sites will be guaranteed as exercise space for generations to come.
- 7.4 Deeds are separate from planning process. Any planning proposal that did not fall into the usage clause relating to recreation would need to seek FIT consent. This includes wayleaves and easements. The only exception being Compulsory Purchase Orders.

## **8. NEXT STEPS**

- 8.1 Further work will be required to identify all the restrictions and covenants associated with individual sites.
- 8.2 Some sites already benefitting from 'enhanced' covenants may not need the Deed of Dedication but this judgement will be made on a case-by-case basis in consultation with Legal Services and both the Cabinet Members for Environment, Transport and Residents Services, plus Cabinet Member for Finance.
- 8.3 With the positive contribution of the Parks Commission in mind, it is intended that as part of the process individual meetings will be held with interested parties from specific sites to agree what should be included in the final deed.
- 8.4 Once the content of each Deed of Dedication has been agreed the legal documents will be agreed by each party and a short report presented to the Cabinet Member for Environment, Transport and Residents Services recommending adoption.

## **9. LEGAL IMPLICATIONS**

- 9.1 The registration of the Deed of Dedication on the relevant playing fields will restrict the land to the use outlined in the Deed for each selected site.
- 9.2 All day to day decisions will continue to be the responsibility of the Council. However, FIT would need to approve any change of uses, alterations, building works, construction, leases, wayleaves, transfers and sales etc.
- 9.3 Section 1 of the Localism Act 2011 enables a local authority to do anything that an individual generally may do. Securing Fields in Trust status would ensure residents throughout the borough would be given the chance to use these facilities for physical activities and provide improvements to the local environment and link in the Councils community sport and physical activity

strategy (2017-21), and the health and wellbeing strategy aiming to be a Healthy, Caring Place.

9.4 Implications verified/completed by: *Dermot Rayner, Senior Property Solicitor, tel. 020 8753 2715*

## 10. FINANCIAL IMPLICATIONS

10.1 There would be legal costs involved in setting up the proposed arrangement alongside minimal land registry fees. These total costs are currently estimated to be no more than £2,000 As the Parks and Open Spaces budget is currently fully committed, additional funding would need to be identified. No ongoing future costs are anticipated following the completion of each deed of dedication.

10.2 Implications verified/completed by: *Lucy Varenne, Finance Manager, tel. 020 7341 5777.*

## BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1	Minutes from the Community Safety, Environment and Residents Service Policy and Accountability Committee on 28 June 2017 - <i>published</i>	Ainsley Gilbert	Committee Services/ Hammersmith Town Hall


## LIST OF APPENDICES:

### APPENDIX ONE

Fields in Trust presentation:


### APPENDIX TWO

An Example of Fields in Trust – Local Authority Draft Non-Charitable Deed of Dedication



**Hammersmith & Fulham Parks  
Commission Meeting**

**Tuesday, 7<sup>th</sup> March 2017**



**Fields in Trust**

- Founded in 1925 by King George V
- Operating name of the National Playing Fields Association
- Patron: HM The Queen
- President: HRH The Duke of Cambridge



## Our mission



To safeguard and improve outdoor  
recreational spaces for sport and play  
for future generations

## The Fields in Trust Effect

1946



2010



King George V Field, Drayton, Norfolk – protected 1938



## Total sites protected

**2,817**  
sites



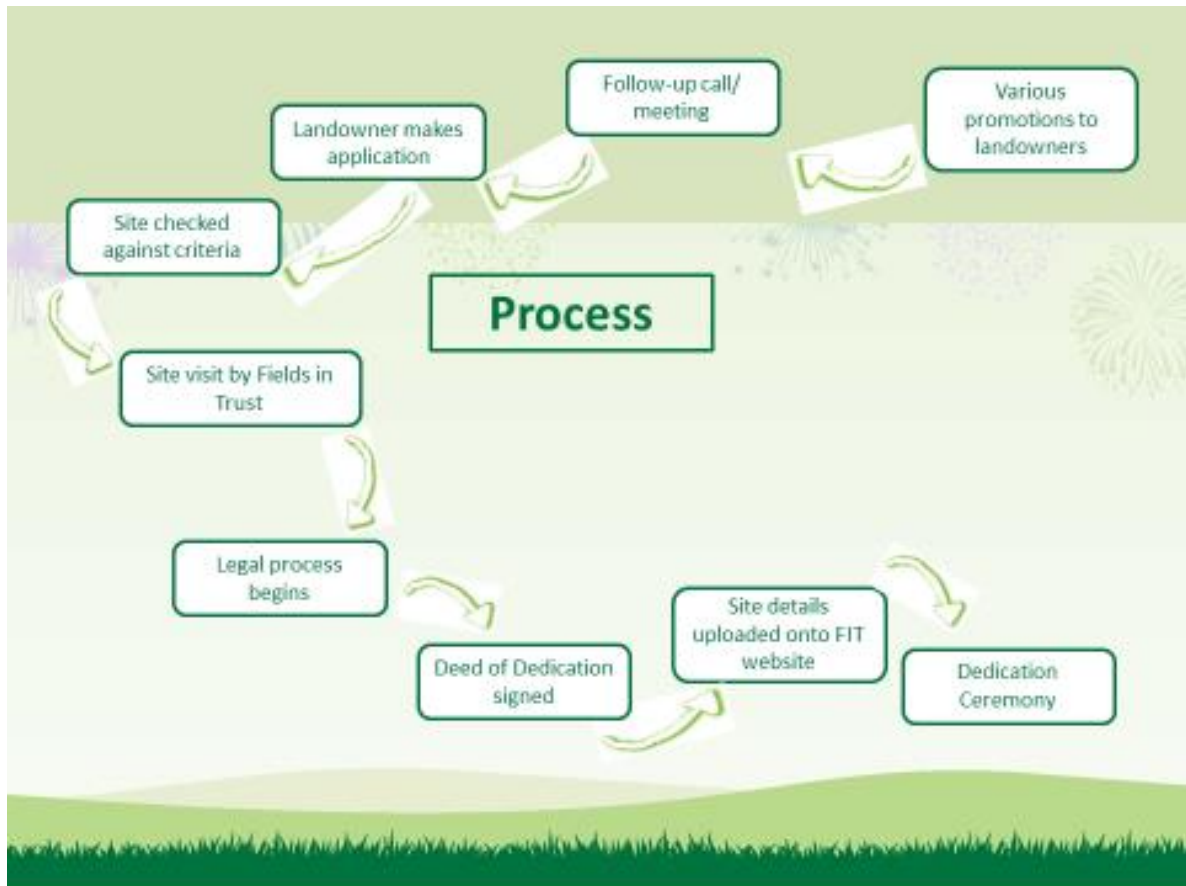
**31,000**  
acres

## Criteria for Applications

A site to be protected by Fields in Trust should be:

- Used principally for outdoor recreation, sport or play.
- Accessible to the public.
- Affordable for the local community.

FIT Fields can include facilities such as pavilions, village halls, indoor leisure or heritage facilities that are used for community recreation





# London sites



Gillespie Park, Islington



Burgess Park, Southwark



King Edward VII Park, Brent

Mile End Park, Tower Hamlets



## Fun and Activities – Have a Field Day



“The Park comes alive with laughter and fun,” Cllr Reid, East Ayrshire



## Policy and Guidance



## Fields in Trust Awards



#LoveYourLocalPark





# Summary of the benefits of FIT protection

- Flexible yet strong protection of green spaces, in perpetuity
- Straightforward and transparent process that won't put excessive strain on the council, or other stakeholders
- Access to FIT funding, and recognition with other funders
- Opportunity to utilise the FIT participation programme, our support and advice service and our Awards
- Protection seeks to receive buy-in and feedback from Friends groups and community members

## Thank You

### Any Questions?

[www.fieldsintrust.org](http://www.fieldsintrust.org)



@fieldsintrust



FieldsInTrust

#LoveYourLocalPark



## **APPENDIX TWO**

An Example of Fields in Trust – Local Authority Draft Non-Charitable Deed of Dedication

**FIELDS IN TRUST – PROTECTED FIELDS  
Draft Non-Charitable Deed of Dedication  
Local Authority Protected**

**[ NAME OF LOCAL AUTHORITY ] (1)**

and

**NATIONAL PLAYING FIELDS ASSOCIATION (2)**

**[ NAME OF THE SITE ]  
Annotations in red**

---

**THIS DEED OF DEDICATION** is made on the                      day of                      20

**BETWEEN**

- (1) [                      ] and its successors in title of [address] (the **Council**); and
- (2) **NATIONAL PLAYING FIELDS ASSOCIATION**, operating as Fields in Trust, of Unit 2D Woodstock Studios, 36 Woodstock Grove, London , W12 8LE a Royal Charter Organisation established for charitable purposes (registered charity number 306070) and its successors in title (**FIT**)

(the Council and FIT being together called the **Parties**)

**WHEREAS:**

The property more particularly specified in the Schedule (the Property) forms part of the corporate property of the Council.

The Parties hereby agree that the Property will be dedicated in perpetuity in the manner and for the purposes set out below (but without any intention to create any charitable trust), and in accordance with the mutual undertakings given by the Parties.

Clause 2 establishes the contract.

3. The Council gives the following undertakings:
- 3.1 Not to use the Property or permit the Property to be used for any purpose other than as a [public playing field and recreation ground];
- 3.2 Not to grant, allow, suffer or permit the Property to be used or is permitted to be used for any purpose outside clause 3.1 including for any occasional or specific period of time without the consent of FIT;

The user clause refers to the property being for “a public playing field and recreation ground”. Depending on the property’s current or future use, the user clause can be amended by mutual agreement. For example it could also reference buildings or facilities if the use is ancillary to the outdoor space.

- 3.3 Subject to clause 4 or clause 5, not (in so far as it has the power to do so) to dispose of the Property without the consent of FIT;

This clause establishes additional protection through FIT by requiring FIT’s prior consent to any proposed disposal.

- 3.4 Not to erect, allow, permit or suffer any buildings, structures or alterations on the Property, the use of which is outside the permitted uses as stated in Clause 3.1 without the consent of FIT;
- 3.5 Not to grant, allow, suffer or permit the erection of any buildings, structures or alterations on the Property that would result in the total structural and building footprint of such buildings or structures to exceed twenty per cent of the total square footage of the Property;

Decisions relating to new buildings and structures, or alterations of the same, which fall within the user clause are solely in the control of the landowner or its tenant(s).

- 3.6 To inform FIT without delay of any proposals, intentions or decisions to grant, allow, suffer or permit:
  - 3.6.1 Disposals of the whole or part of the Property;
  - 3.6.2 The erection of any buildings, structures or alterations on the whole or part of the Property whether inside or outside the user clause at clause 3.1;
  - 3.6.3 The temporary closures or uses of the whole or part of the Property;
- 3.7 To provide FIT with information in response to any reasonable request by FIT relating to the use at clause 3.1;

This clause supports the objective of protecting the site’s recreational use. Please refer to our Field Change Request Procedure which is published on our website <http://www.fieldsintrust.org/>

- 3.8 To maintain the Property and so far as is consistent with its duties as a local authority to have regard to any advice given from time to time by FIT on the management and running of the Property;

This clause establishes an advisory role for FIT without interfering with the management rights and responsibilities of the authority.

- 3.9 To erect notices on the Property in the form of signage provided by FIT relating to the background of FIT and its protection of this field, giving recognition of financial support where required;
- 3.10 To apply within three months of the date of this Deed on form RX1 annexed hereto for the registration in the proprietorship register of the registered title of the Property at the Land Registry of a restriction to the following effect:

**/ Whole**

“No disposition of the registered estate by the proprietor of the registered estate is to be registered without a certificate signed by National Playing Fields Association of Unit 2D, Woodstock Studios, 36 Woodstock Grove, London, W12 8LE or by its conveyancer that the provisions of clause 4 of The Deed of Dedication dated [ ] between [ ] (1) and National Playing Fields Association (2) have been complied with”; and

**/ Part**

“No disposition of part of the registered estate identified on the plan outlined in red annexed to a Deed of Dedication dated [ ] between [ ] (1) and National Playing Fields Association (2) by the proprietor of the registered estate is to be registered without a certificate signed by National Playing Fields Association of Unit 2D, Woodstock Studios, 36 Woodstock Grove, London, W12 8LE or by its conveyancer that the provisions of paragraph 4 of The Deed of Dedication dated [ ] between [ ] (1) and National Playing Fields Association (2) have been complied with”; and

This is an essential part of the land registration and protection process.

- 3.11 To apply within three months of the date of this Deed on form AN1 annexed hereto for the registration in the charges register of the registered title of the Property at the Land Registry of a notice to the following effect:

“By a Deed of Dedication dated [ ] between [ ] (1) and National Playing Fields Association (2) /**Whole** [the land in this title] /**Part** [the part of registered estate identified on the plan outlined in red annexed to a Deed of Dedication dated [ ] was dedicated for use as a [ ].”

This is an essential part of the land registration and protection process.

- 3.12 To supply FIT with evidence that the registrations referred to in clauses 3.7 and 3.8 have been completed within a reasonable period of time after completion.
4. Pursuant to clause 3.2, FIT shall not unreasonably withhold consent to any disposal of the Property provided that the Council at the request of FIT:
- 4.1 Replaces or agrees to replace the Property with a piece of freehold land approved by FIT which is of equivalent or better quality than the Property, with equivalent or better facilities than the Property, of the same or greater dimensions than the Property, in the same catchment area as the Property, and as accessible to the public as the Property (the **Replacement Site**) and applies such of the proceeds of any sale of the Property as are necessary to do so; and
- 4.2 Enters into another deed of dedication on the same terms as this Deed in respect of the Replacement Site.

Clauses 4.1 and 4.2 take account of potential future change by guaranteeing flexibility in terms of specific location provided the specified criteria are met.

- 5 FIT undertakes that it will not unreasonably withhold consent to any disposal of the Property at nil cost to any local authority or non-profit making organisation which will hold the Property and ensure that its use is compatible with clause 3.1, provided that the new landowner enters into another Deed of Dedication with Fields in Trust on the same terms as this Deed in respect of the Property.

This allows for asset transfer.

6. FIT undertakes that it will:
- 6.1 Not unreasonably withhold consent to disposal of the Property or the erection of any structures upon it, subject to its duty to perform its charitable objects and provided that the provisions of clause 4 or clause 5 of this Deed have been complied with;
- 6.2 Respond without delay to any notifications of intended disposal or erection of structures, or to any requests for advice; and
- 6.3 Notify the Council without delay of any concerns or matters of advice to which it requires the Council to have regard.



7. The Council DEDICATES the Property as a public playing field and recreation ground for the benefit of the inhabitants of [ ] and thereabouts and the site will be titled Field in Trust Protected site, [ ].

This is the essential clause referring to the dedication of the site and confirming its name. The user definition (given as 'playing field and recreation ground here) can be varied according to the site.

**IN WITNESS** whereof this Deed of Dedication is executed the day and year first before written

#### SCHEDULE

##### **/Registered**

[All of] / [Part of] that freehold property known as land at [ ] which is identified on the plan outlined in red and annexed to this Deed being [all] / [part] of H M Land Registry Title Number [ ].

##### **/Unregistered**

[All of] / [Part of] that freehold property known as land at [description of the land in the document] described in the [enter type of document i.e. conveyance] dated [insert date] and made between [enter party] of the one part and [enter party] of the other part which is identified on the plan outlined in red and annexed to this Deed.

**EXECUTED** as a **DEED** by affixing the  
The **COMMON SEAL** of  
[ ]  
in the presence of:

Councillor

Councillor

**EXECUTED** as a **DEED** by affixing

The **COMMON SEAL** of **NATIONAL PLAYING FIELDS ASSOCIATION**

under an authority conferred by s.260(2) Charities Act 2011 in the presence of:

Trustee

Trustee

## Appendix 7.

### **Memorandum of Understanding Between The Friends of Gwendwr Gardens (“the Friends”) and The London Borough of Hammersmith & Fulham (LBHF)**

1. The Friends of Gwendwr Gardens has been established as an independent voluntary local user group with the purpose of being the principal forum for formulating users’ views about the Gardens, particularly in respect of its restoration and regeneration, and promoting more effective beneficial usage of the Gardens to the wider community.
2. LBHF recognises the Friends as the principal user group for Gwendwr Gardens.
3. The Friends and staff of LBHF will work together cooperatively and strive to achieve shared goals and objectives that are defined in a Park Management Plan (Where applicable) and the Parks and Open Strategy.
4. LBHF will keep the Friends fully briefed on all significant matters affecting the Park and will consult the Friends on all potential changes or improvements.
5. LBHF will take due notice of recommendations and concerns from the Friends and provide a written explanation of their view on these recommendations.
6. LBHF will appoint a Liaison Officer who will be the nominated single point of contact for all formal representation from the Friends.
7. LBHF will provide additional officer contacts and procedures for queries and complaints regarding
  - a. Maintenance problems
  - b. Urgent security issues
  - c. Arboriculture issues
  - d. Dogs, pest control and management
  - e. Graffiti, vandalism and noise
8. LBHF staff or their contractors will attend a minimum of one open (evening) meetings per year, and will attend a minimum of two park walkabouts during normal working hours with representatives of the Friends.
9. LBHF will provide technical advice and make available ‘in kind’ resources where feasible to support activities organised by the Friends that are beneficial to the Gardens, but will not provide any direct financial support.

10. The Friends will endeavor to be inclusive of the local community and all Gardens' users and fairly represent their views and concerns to LBHF.

11. LBHF and The Friends will work together to develop funding applications to third parties, as appropriate.

12. The Friends will produce an Annual Report to provide evidence of how inclusive, participatory and representative their activities are of Gwendwr Gardens users in order to retain the support of LBHF.

13. Any changes to the Friends' constitution will require prior approval from LBHF to ensure compliance to the principals set out above. Failure to comply with the Memorandum of Understanding may result in LBHF withdrawing support and recognition of the group as representing the best interests of the Park Users.

For the Friends of Gwendwr Gardens

Signed .....

Position .....

Date .....

For the London Borough of Hammersmith and Fulham

Signed .....

Position .....

Date .....

Appendix 8.

## LBHF Park Users Survey

How can we improve parks and open spaces in Hammersmith & Fulham

172 Responses

2. There are sufficient pitches, courts or space to hire in the borough

Strongly agree	11
Agree	42
Neither or disagree	28
disagree	66
strongly disagree	25



3. There is too much sport provision in parks across the borough

Strongly agree	2
Agree	5
Disagree	57
Strongly disagree	103
Neutral	5



#### 4. The park and sports facilities fulfil my needs

Strongly agree	8
Agree	50
Disagree	75
Strongly disagree	23
Neutral	16



#### 5. How efficient do you feel the booking system is for parks?

Very efficient	18
Somewhat efficient	61
Neither efficient nor inefficient	60
Somewhat inefficient	24
Very inefficient	8



#### 6. How satisfied are you with the level of customer service when dealing with Parks staff and their contractors when making a booking?

Very satisfied	23
Somewhat satisfied	42
Neither satisfied nor dissatisfied	85
Somewhat dissatisfied	18
Very dissatisfied	1





### 7. How satisfied are you with the quality of the pitch, court or space?

Very satisfied	12
Somewhat satisfied	36
Neither satisfied nor dissatisfied	17
Somewhat dissatisfied	66
Very dissatisfied	41



### 8. The booking fees and charges for facilities are just right

Strongly agree	10
Agree	74
Disagree	27
Strongly disagree	5
Neutral	54



### 9. The fees and charges don't prevent me from booking further activities

Strongly agree	19
Agree	86
Disagree	18
Strongly disagree	3
Neutral	42



### 10. My potential customers are not being excluded because of cost

Strongly agree	13
Agree	48
Disagree	15
Strongly disagree	5
Neutral	86



11. What other facilities would you wish to hire in parks if made available?

78  
Responses

Help



Latest Responses

12. Any other comments, especially if you have selected strongly disagree to any of the above.

100  
Responses

Latest Responses

"Q3 There is too much sport provision in parks across the borough I str..."

13. Would you be willing to be contacted by the Parks Commission to discuss your answers?

- Yes 73
- No 96



Appendix 9. Parks Fees and charges 2021/22

Fee Description	2021/22 Charge (£)
<b>HIRE OF PARKS &amp; OPEN SPACES FOR EVENTS - CHARGES PER DAY (based on 8 hours)</b>	
Community events under 100 people	£149.10
Promotional activity - fixed per space	£1,473.00
Sports event e.g. Race for Life (per head)	£3.10
Damage deposit (reinstatement costs)	POA % based on risk
Events under 3000 people (new fee)	£1,472.68
Events under 3,000 people - Charity or Community Event (50% discount)	£736.34
Events over 3,000 people	
Ticketed events under 1000 people	£1,423.00
Ticketed events over 1000 people	POA
non-ticketed events (25% discount for charities)	£1,423.00
Circuses under 1,000 people	£1,000.00
Circus over 1,000 people	£2,142.45
Vintage funfairs/shows	£1,000.00
small children's funfairs	£300.00
add ons bars/ infrastructure community/charity events	£250.00
<b>FILMING/PHOTOGRAPHY</b>	
<b>FILMING/PHOTOGRAPHY IN PARKS</b>	
Full scale features all park locations (approval needed from Ward Councillors)	POA
<b>PARKS - Professional Dog Walkers</b>	
Professional Dog Walkers Resident	175.00
professional Dog Walkers Non Resident	300.00
<b>PARKS - Leisure in Parks</b>	
<b>FOOTBALL (GRASS PITCHES) - LBHF</b>	
<i>Inclusive of Changing Rooms &amp; Nets/Flags</i>	
Full-Size Pitch Per Game	£99.60
Full-Size Pitch Per Day	£398.95
Junior-Size Pitch Per Game	£60.45
7-A-Side Size Pitch Per Game	£49.15
5-side pitch per hour	£40.95
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.45
<b>11-A-SIDE ALL-WEATHER PITCHES (11AWP)</b>	
<i>Inclusive of Pitch Hire Only</i>	
Per Pitch Per Hour	£99.60
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£89.10
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.45
Per Pitch Per Hour - H&F Primary Schools Sports association (1pm-3.30pm) - Session	£45.15
Per Pitch Per Hour - H&F Primary Schools Sports association (9am-3.30pm) - 5 times a year	£141.55
<b>5-A-SIDE ALL-WEATHER PITCHES (5AWP)</b>	
<i>Inclusive of Pitch Hire Only</i>	
Per Pitch Per Hour	£49.15
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£38.60
Per Pitch Per Hour - In Borough State Schools	£28.10
Per Pitch Per Hour - Out of Borough & Private Schools	£44.70
<b>RUGBY / GAELIC FOOTBALL / LA CROSSE / HOCKEY / AUSTRALIAN RULES</b>	
<i>Inclusive of Changing Rooms</i>	
Per Pitch Per game - In Borough State Schools	£99.65
Junior Size pitch - Game	£62.25
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.45
<b>CRICKET PITCH - LBHF</b>	
<i>Inclusive of Changing Rooms.</i>	
Per pitch (weekend and bank holiday)	£134.20
Per pitch (Group training/coaching everyday)	£51.75
Per pitch plus nets (weekend and bank holiday)	£145.45
Per pitch plus net (Group training/coaching everyday)	£62.10
Per pitch (weekday)	£110.85
Per pitch plus nets (weekday)	£122.20
Per pitch - In-Borough State School	£45.10
Per pitch - Out of Borough and Private School	£69.45
<b>CRICKET (NETS)</b>	
<i>Inclusive of Net Hire only, where requested without a pitch.</i>	
Per pair - Hour	£17.30
Per pair - In-Borough State School - Hour	£13.30
Per pair - Out of Borough and Private School - Hour	£16.90
Per pair (pre-booked for 5 bookings) - Hour	£62.25
<b>ROUNDERS/BASEBALL/SOFTBALL</b>	

Fee Description	2021/22 Charge (£)
<i>Inclusive of Changing Rooms.</i>	
Per pitch - adult	£99.70
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.60
<b>TOUCH/TAG RUGBY</b>	
<i>Inclusive of Pitch Hire Only</i>	
Per Pitch Per Game	£52.65
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.60
<b>ATHLETICS &amp; SPORTS DAYS - HURLINGHAM PARK &amp; SOUTH PARK</b>	
<i>Inclusive of Line Markings (100m Track) &amp; Changing Rooms</i>	
Per Space Per Hour	£69.80
Per Space Per Hour - In Borough State Schools	£45.10
Per Space Per Hour - Out of Borough & Private Schools	£69.60
<b>ATHLETICS &amp; SPORTS DAYS - All Other Sites</b>	
<i>Inclusive of Pitch Hire Only</i>	
Per Space Per Hour	£32.65
Per Space Per Hour - In Borough State Schools	£28.15
Per Space Per Hour - Out of Borough & Private Schools	£46.35
<b>PARKS - Leisure in Parks (continued)</b>	
<b>TENNIS - LBHF</b>	
Pay and play - Hour	£11.00
Pay and play - Youth (under 18) - Hour	£3.85
Pre-booked - school - Hour	£3.85
Pre-booked (minimum of 5 bookings) - Hour	£40.55
Pre-booked (minimum of 10 bookings) - Hour	£81.30
Floodlights - Hour	£3.35
Coaches licence fee - Annual	£1,315.50
<b>NETBALL - LBHF</b>	
Per Court Per Hour - Daytime	£23.35
Per Court (Group training/coaching daytime)	£25.90
Per Court Per Hour - Floodlit	£35.05
Per Court (Group training/coaching floodlit)	£37.25
Per Court Per Hour - In Borough State Schools	£19.10
Per Court Per Hour - Out of Borough & Private Schools	£26.05
Netball - Per Court Per Hour - In Borough State Schools - Floodlit	£24.60
Netball - Per Court Per Hour - Out of Borough & Private Schools - Floodlit	£31.15
<b>COMMUNITY ROOM - Hurlingham Park Only</b>	
Room Hire	£36.25
Room Hire - Hammersmith And Fulham RFC (2 Hours)	£82.80
<b>BOWLS</b>	
<i>Operation of Bowling Greens is carried out by local Bowling Clubs</i>	
Adult - per person per round	£2.40
OAP/Youth - per person per round	£1.20
Adult season ticket	£50.25
OAP/Youth season ticket	£25.15
Locker rent	£11.30
<b>TRAINING AREAS</b>	
<b>HURLINGHAM PARK</b>	
<i>Inclusive of Changing Rooms &amp; Floodlights (Where Available)</i>	
Training Area Per Hour	£46.35
Training Area Per Hour - In Borough State Schools	£44.80
Training Area Per Hour - Out of Borough & Private Schools	£58.85
Per area - Hammersmith & Fulham RFC (90 minutes) - Session	£92.80
Training Area Per Day - Fulham Football Club Foundation	£146.65
<b>LILLIE ROAD, BISHOPS PARK, SOUTH PARK &amp; EEL BROOK COMMON</b>	
<i>Inclusive of Pitch Hire Only</i>	
Training Area Per Hour	£46.35
Training Area Per Hour - Fulham Football Club Foundation (School Holidays Only)	£105.30
<b>PARKS - Leisure in Parks (continued)</b>	
<b>PITCHES &amp; ANCILLARY HIRE SERVICES - LBHF</b>	
<b>11-A-SIDE ALL-WEATHER PITCH</b>	
<i>Bookings for 10 or more games are exempt from VAT - Inclusive of changing rooms if desired</i>	
Per Pitch	£105.30
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£66.05
Per Pitch - In-Borough State School	£54.10
Per Pitch - Out Of Borough And Private School	£70.80
Per Pitch - Adult (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£60.45
Per Pitch - Junior (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£35.25
<b>5-A-SIDE ALL WEATHER PITCH</b>	
<i>Inclusive of changing rooms if desired</i>	
Per Pitch (Peak from 5pm onwards Monday-Thursday)	£49.15
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£32.50
Per Pitch - In-Borough State School	£28.00
Per Pitch - Out Of Borough And Private School	£37.35
Per Pitch - Adult (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£32.80
Per Pitch - Junior (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£29.35

Fee Description	2021/22 Charge (£)
Per Pitch - QPR FC (School Holidays Only)	£63.35
<b>GRASS CENTRE PITCH</b>	
<i>Bookings for 10 or more games are exempt from VAT - Inclusive of changing rooms if desired</i>	
Centre Pitch Per Game Without Floodlighting	£122.55
Centre Pitch Per Hour Without Floodlighting	£105.30
Centre Pitch Per Hour Without Floodlighting - In-Borough State School	£72.95
Centre Pitch Per Hour Without Floodlighting - Out-of-Borough & Private School	£105.30
Centre Pitch Per Hour With Floodlighting	£134.85
Centre Pitch Per Hour With Floodlighting - In-Borough State School	£84.95
Centre Pitch Per Hour With Floodlighting - Out-of-Borough & Private School	£134.85
Rugby Training Area - Top or Bottom	£44.45
Rugby Training Area - Top or Bottom - In-Borough State School	£42.95
Rugby Training Area - Top or Bottom - Out-of-Borough & Private School	£53.75
<b>BASEBALL BATTING CAGES</b>	
Per Cage	£16.90
Per Cage - In Borough State School	£13.65
Per Cage - Out Of Borough And Private School	£17.40
<b>ROOMS / STORAGE HIRE</b>	
Community room - Hour	£29.15
Announcers box - Hour	£29.15
Changing room per team - Game	£29.15
Storage container - Annual	£2,164.85
Community room - School - Hour	£23.25
Announcers box - School - Hour	£23.25
Changing room per team - School - Game	£23.25
Storage container - School - Annual	£1,518.95
<b>DONATED BENCHES &amp; TREES</b>	
Donated Tree	POA + Admin
Donated Benches - New Earth Anchor 'Meridian' bench	POA + Admin
Donated Benches - Existing Earth Anchor 'Meridian' bench	POA + Admin
Donated Benches - New Furnitubes 'Palace' bench with base	POA + Admin
Donated Benches - New Furnitubes 'Palace' bench	POA + Admin
Donated Benches - Existing Furnitubes 'Palace' bench	POA + Admin
Donated Benches - New Lost Art 'Cartmel' bench with base	POA + Admin
Donated Benches - New Lost Art 'Cartmel' bench	POA + Admin
Donated Benches - Existing Lost Art 'Cartmel' bench	POA + Admin
<i>Or at cost plus admin. charge if larger than standard size</i>	

**Appendix 10. Schedule of parks income (restricted)**

**Appendix 11. Schedule of land leases to private operators  
(restricted)**





# Parks and open spaces strategy 2008-2018



**Technical Document**  
July 2008





Parks and Open Spaces Strategy  
2008-2018

London Borough of  
Hammersmith and Fulham



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# Parks & Open Spaces Strategy 2008-2018

## 1. Introduction

Hammersmith and Fulham is small, densely populated West London Borough where parks and open spaces are fundamental to residents' quality of life. People who live, work and play in Hammersmith and Fulham use the borough's parks and open spaces extensively to escape city life, enjoy peaceful relaxation, play with their children, spend time with each other, appreciate nature and enjoy games and physical activity.

It is a borough of contrasts: with some of the wealthiest households in the country and some of the poorest in significant pockets of deprivation, where reducing crime and improving the environment are key to improving residents' quality of life. According to the 1998 survey of residents regarding parks and open spaces, whilst 56% of people in the borough had access to a private garden, this accessibility to private open space decreases the further residents live from public open space. With high density living increasing, a commitment to improving the borough's parks and open spaces for all will make the most of what the borough has to offer.

Clean, green and award winning parks and open spaces where residents can relax and enjoy a variety of activities and events in an attractive and safe setting are key to delivering the London Borough of Hammersmith and Fulham's vision of a 'Borough of Opportunity' for all residents. In particular to delivering on the Community Plan priority of a cleaner, greener borough.

### 1.1 Strategic background

The Parks and Open Spaces Strategy is an informative document for the emerging Local Development Framework (which determines the borough's planning framework) and will form part of the evidence base for future development plans. The content and structure of the Strategy is based on guidance in the London Plan Best Practice Guidance for the preparation of Open Space Strategies.

The Strategy will also be important for delivering 'The Borough of Opportunity' envisaged in the Borough's Community Strategy (2007-14), in particular the following key objectives:

- *Tackling Crime and Antisocial Behaviour,*
- *Delivering a Cleaner Greener Borough,*
- *Setting the framework for a healthy borough,*
- *Delivering high quality, value for money public services and*
- *Regenerating the most deprived parts of the borough.*

The Parks and Open Spaces Strategy has links to other Council strategies, including those for the local environment, sport and recreation, culture and children's play. The document will be essential for attracting external funding to improve the open space network of the borough and for providing supporting evidence for the development of the Community Infrastructure Levy and negotiated planning (Section 106) contributions linked to open space.

## 1.2 Definition of Open Space

Though a wider definition of open space would encompass all accessible open space (such as town squares etc), the focus of this Strategy will be on green open spaces and will include the following:

- Parks;
- Playing Fields and Sports Pitches;
- Allotments;
- Nature Conservation Sites;
- Cemeteries and Churchyards;
- Ecological Corridors (River Thames, Grand Union Canal and Railway corridors);
- Public Squares and Streetscapes;
- Play areas;
- Housing Open Spaces.

## 1.3 Open Space Study 2006

A comprehensive study of the **supply** of open space in Hammersmith and Fulham was undertaken in 2006 by the Environment Services Department of the London Borough of Hammersmith and Fulham. This study concluded that all Hammersmith and Fulham's open spaces would benefit from improvements to the provision of facilities and management. Parks projects and regeneration schemes should address as a priority:

- Deficiencies in the amount of open space;
- Improvements to key parks within identified deficiency areas (including Furnivall Gardens, Frank Banfield Park, Cathnor Park and Wendell Park);
- Improving signage and landscaping along the Thames Path;
- Balancing conflicting community uses of open spaces;
- Improving accessibility of existing sites: through improvements to access for disabled people, provision of cycle parking and safer street crossings around open spaces.
- Improve the linkages between open spaces for people and wildlife;
- Raise awareness of open spaces and recreational opportunities through promotion and directional signage;
- Enabling community access to sports facilities at school sites
- Investigating alternative forms of provision – such as indoor facilities to supplement outdoor facilities.

## 1.4 Resident's Open Space Needs

The last major survey of borough residents' open space **needs** was undertaken in 1996 and a report published in 1998. The survey sought opinions and information from a cross section of residents and examined whether these varied across different sectors of the local community. The Parks and Open Spaces Strategy 2008 – 2018 outlines actions to undertake an update of the 1998 survey and to implement an extensive programme of user surveys to understand how open spaces are used, what people like and dislike about their parks, 10 years on from the original survey.



## 1.5 The Parks & Open Spaces Strategy 2008 - 2018

Hammersmith and Fulham's Parks & Open Spaces Strategy encompasses all public and private open spaces across the borough including parks, open spaces, housing open land and civic spaces. It is based on the results of audits, surveys and ongoing consultation and is aligned with key national and regional guidance on open space.

The purpose of the Strategy is to coordinate improvements in provision, quality, management, and accessibility and to promote the use and enjoyment of parks and open spaces to more individuals and groups in the community. Facilities will be improved in response to areas of deficiency identified in the 2006 Open Space Study (Supply) and the Residents Survey (2008).

The Parks and Open Spaces Strategy will provide a framework for the delivery of services and future improvement actions for the London Borough of Hammersmith and Fulham, and our community partners and stakeholders involved in providing, managing and enjoying open spaces across the borough. This will involve working in partnership both within the council and with external partners and stakeholders, including local residents' and friends' groups. The Strategy will be monitored and reviewed annually to ensure we are working towards the Parks and Open Spaces vision.

The Strategy will be essential in:

- Presenting a framework for protecting and improving Hammersmith and Fulham's parks and open spaces network;
- Raising standards of open space management and maintenance;
- Informing decision-making for the future of parks and open spaces;
- Supporting policy development for open space in the borough's Local Development Framework and when negotiating planning obligations;
- Determining capital expenditure on parks and open spaces;
- Linking into borough wide programmes such as Building Schools for the Future, the Play Builders project; Neighbourhood Renewal Areas and the Local Area Agreements;
- Working with partners such as Groundwork West London, and the Thames Strategy(Kew to Chelsea).

## 1.6 The Vision for Parks and Open Spaces in Hammersmith and Fulham

A vision and six key priorities have been developed from the results of consultation, the Open Space Study and the Council's wider priorities. These are outlined below:

*To improve the quality of life for all people in Hammersmith and Fulham through the provision of award winning parks and open spaces that are clean, green, safe and sustainable, by:*

- **Protecting existing open space.**
- **Providing open spaces, play spaces and access to local biodiversity.**
- **Creating safe, attractive and accessible spaces for all**
- **Improving the standard of management and maintenance.**
- **Actively involving the community in their local open spaces.**
- **Increasing participation in open spaces.**



## 2. Legislative and Policy Context for Parks and Open Spaces

Parks and open spaces are planned for, managed and maintained by a variety of agencies operating in a complex legislative and policy context. This section of the Strategy summarises the National, Greater London and local open space policies and guidance and how they relate to the development and implementation of the Strategy.

### 2.1 The National Planning Policy Framework

*Planning Policy Guidance 17 – Planning for open space, sport and recreation*

PPG17 states that local authorities should:

- Carry out assessments of existing and future needs of the community for open space, sports and recreational facilities. Local Authorities need to cover differing needs of the population for open space and sports and recreational facilities;
- Undertake audits of existing open space and facilities, use of existing facilities, access in terms of location and cost, and opportunities for new open space and facilities. Audits should consider quantitative and qualitative elements of open space, sports and recreational facilities;
- Standards should be set locally. Local authorities should use the information gained to set standards for the provision of open spaces and sports and recreational facilities in their areas. These standards should include quantitative elements, a qualitative component and accessibility. These will help redress deficiencies through the planning process, and should be included in the local authority's Development Plan;
- Adopt a strategic approach and plan positively for provision, enhancement and maintenance of open space.

*Planning Policy Statement 3 – Housing*

PPS 3 states that new residential environments should provide or enable good access to, community and green and open amenity and recreational space (including play space). The needs of children are given new emphasis: *Particularly where family housing is proposed, it will be important to ensure that the needs of children are taken into account and that there is good provision of recreational areas, including private gardens, play areas and informal play space. These should be well-designed safe, secure and stimulating areas with safe pedestrian access.*

### 2.2 The London Plan (Greater London Authority)

The London Plan sets out an integrated social, economic and environmental framework to develop London as a sustainable world city over the next 15-20 years. It provides a London wide context for boroughs to align their local planning policies.

The London Plan seeks to protect and promote open spaces and recognises that the value of these spaces will increase as London becomes more compact and intensive in its built form. The Plan encourages boroughs to prepare open spaces strategies and ensure everyone has equal access to facilities, supporting the creation of networks such as green chains.

The London Plan (with amendments since 2004) sets out an Open Space Hierarchy to ensure that a range of open spaces of different size, type and function are accessible to all.

**Table 2.1 London Open Space Hierarchy**

Open Space Categorisation	Size Guidelines	Distance from homes to open spaces
Regional Parks	400 hectares	3.2 to 8 km
Metropolitan Parks	60 hectares	3.2 km
District Parks	20 hectares	1.2 km
Local Parks and Open Spaces	2 hectares	400 m
Small Open Spaces	Under 2 hectares	Less than 400 m

Source: Table 3D1 from London Plan pg 146

### 2.3 The Mayor of London's Biodiversity Strategy

Connecting with London's Nature: The Mayor's Biodiversity Strategy (GLA, July 2002) is linked closely to the London Plan and aims to provide a London wide framework for maintaining London's diversity of wildlife. It has two overall targets; no overall loss of wildlife habitats in London, and secondly that more open spaces are created and made accessible, so that all Londoners are within walking distance of a quality natural space. The Mayor's Strategy has taken account of the local Biodiversity Action Plans, which have been published by local authorities in London. Guidance is provided by *Parks, People and Nature (GLA March 2008)*.

### 2.4 London Plan Guidance – Providing for Children and Young People's Play SPG

This document sets out a recommended benchmark standard of a minimum of 10m<sup>2</sup> of dedicated play space per child as a basis for assessing existing provision. It also sets out how to assess deficiencies in play spaces.

### 2.5 Hammersmith and Fulham Community Strategy 2007 - 2014

The Hammersmith and Fulham Community Strategy focuses on making improvements that matter to the local community. Developed in partnership with residents, local businesses, voluntary and community groups and the public sector, the Community Strategy puts residents first and provides a vision and framework for the future of the borough: to work with the Borough Partnership to **create a borough of opportunity for all**.

The key priorities are to:

- Provide a top quality education for all;
- Tackle crime and antisocial behaviour;
- Deliver a cleaner, greener borough;
- Promote home ownership;
- Set the framework for a healthy borough;
- Deliver high quality value for money public services;
- Regenerate the most deprived part of the borough.

## **2.6 Unitary Development Plan (See Appendix 2 for more detail)**

The Council's existing Unitary Development Plan outlines specific policies around the provision of parks and open spaces in the borough including:

### **Protection of open spaces.**

Open spaces in the borough are protected from development and from competing land uses through specific UDP policies. The policies and proposals of the plan also promote the provision of additional, as well as the enhancement of existing, open space in all development proposals so as to meet borough needs;

### **Schedule of protected open spaces.**

A schedule of protected open spaces of borough-wide importance is included in the UDP;

### **Increasing provision, access and improving existing open space.**

The borough's UDP policies encourage the provision of new and enhanced open spaces in new developments with detailed standards on amenity and play space as well as addressing deficiencies and biodiversity protection.

## **2.8 Local Development Framework**

The LDF will replace the UDP and will:

- Include policies that address the issues outlined in this Strategy, London Plan policies and government guidance on open spaces. In particular the LDF will identify a hierarchy of open spaces, including Metropolitan Open Land and open space of borough wide importance;
- Set out criteria for protecting existing open spaces and seek an increase in the provision of open space including children's play space;
- Include policy to implement the Government's proposed Community Infrastructure Levy and policy on S106 contributions which will include open space provision and enhancements and access arrangements;
- Seek new open space provision in site proposals;
- Seek improved accessibility to open spaces for all residents, together with improved linkages between open spaces;
- Protect, maintain and enhance biodiversity in all parks, including designation of nature conservation areas.



### 3. Parks and Open Spaces in Hammersmith and Fulham

#### 3.1 Introduction

A comprehensive study of the *supply* of open space in Hammersmith and Fulham was undertaken in 2006 by the Environment Services Department of the London Borough of Hammersmith and Fulham and this identified provision, including quality and deficiency of space, is outlined below.

#### 3.2 General open space provision and need

Hammersmith and Fulham has a total of 386 hectares of open space (excluding the area of the River Thames and the Grand Union Canal). 231 hectares (60% of the total) are publicly accessible open spaces (53 spaces in total). The remainder (155 ha) is within housing estates, sports clubs, school grounds or areas such as railway sidings. The National Playing Field Association standard for the provision of accessible open space is **1.6ha per 1000** population. For a residential population of 171,400 people (ONS Mid Year Estimate 2006), Hammersmith and Fulham has **1.35ha per 1000** head of population.

However, the amount of open space available to individuals will vary across the borough. Map 1 illustrates how provision varies across the borough.

The borough has a mix of open spaces with much of the area (159ha) within parks. However, only 34 sites are parks. By contrast 188 sites are amenity green spaces (including spaces around housing estates), totalling 60.5ha. A large proportion of open space is also within cemeteries and churchyards (52.5ha).

#### 3.3 Hammersmith and Fulham Open Spaces by size

The London Plan presents an Open Space Hierarchy that forms the basis of estimates of open space deficiency. Additional categories of "Small Local Parks" and "Pocket Parks" have been added to create Hammersmith and Fulham's Open Space Hierarchy, reflecting the fact that many public open spaces in the borough are small.

**Table 3.1 Hierarchy of Open Spaces in Hammersmith and Fulham**

Public Open Space Category	No.	Size Guide	Examples
Regional	0	> 400	n/a
Metropolitan	1	60-400	Wormwood Scrubs
District	1	20-60	Ravenscourt, Bishops Parks
Local Parks	17	2-20	Normand Park
Small Local Parks	18	0.4-2	Frank Banfield Park
Pocket Parks	56	<0.4	Rowberry Mead
Linear Open Spaces	2	Variable	Thames Path

#### 3.4 Hammersmith and Fulham Open Spaces by type

The borough's open spaces take on a variety of different forms. Table 3.2 gives a breakdown of the different open space typologies within the borough, based on those defined in PPG17, with refinements to take into account local circumstances, and grouped into 11 main categories. The distribution of the different types of open spaces within the borough is illustrated on Maps 1, 1A, 1B and 1C.



**Table 3.2 Hammersmith and Fulham Open Space Typology**

<b>Category</b>	<b>Type</b>	<b>No.</b>	<b>Area</b>	
<b>1 Parks</b>	Public Park	27	70.1	
	Common Land	7	88.9	
	<b>Total</b>	<b>34</b>	<b>159</b>	
<b>2 Gardens and Squares</b>	Formal Garden	2	6.0	
	Garden Square	6	1.7	
	Community Garden	2	0.2	
	<b>Total</b>	<b>10</b>	<b>7.9</b>	
<b>3 Amenity Greenspace</b>	Greenspace Around Premises	144	45.0	
	Greenspace in educational grounds	23	11.4	
	Greenspace in hospitals	3	1.7	
	Back Garden Land	7	1.1	
	Mid-Block Greenspace	2	0.3	
	Pocket Greenspace	9	1.0	
	<b>Total</b>	<b>188</b>	<b>60.5</b>	
<b>4 Cemeteries and Churchyards</b>	Cemeteries	4	50.8	
	Churchyard	8	1.8	
	<b>Total</b>	<b>12</b>	<b>52.6</b>	
<b>5 Outdoor Recreation Facilities</b>	Outdoor Sports Facility (not in a park)	20	34.0	
	Children/Teenagers Space	22	2.4	
	<b>Total</b>	<b>42</b>	<b>36.4</b>	
<b>6 Allotments</b>	Allotments	<b>Total</b>	<b>3</b>	<b>6.6</b>
<b>7 Nature Reserve Green Links</b>	Nature Reserve	<b>Total</b>	<b>2</b>	<b>1.0</b>
	Canalside Green Corridor	1	1.7	
	Railway Embankment	6	23.8	
	Riverside Green Corridor	0		
	Road Island/Verge	15	2.7	
	Walking/cycling Green Corridor	0		
<b>Total</b>	<b>22</b>	<b>29.2</b>		
<b>8 Waterspace</b>	Waterspace	<b>Total</b>	<b>4</b>	
<b>9 Civic Spaces</b>	Civic Space / Square	3	0.4	
	Other hard surfaced Civic Space	33	6.1	
	<b>Total</b>	<b>36</b>	<b>6.5</b>	
<b>10 School Yards</b>	School Yards (hard surface)	<b>Total</b>	<b>46</b>	<b>13.6</b>
<b>11 Vacant Land/Construction Sites</b>	Vacant Land	12	9.6	
	Construction Site	5	3.8	
	<b>Total</b>	<b>17</b>	<b>13.4</b>	

*Notes:*

*The new park at Imperial Wharf and public spaces within the BBC Media Village at White City have been included. The Thames Path is included within the "Other hard Surfaced Civic Space typology. Each section of path is recorded as a separate file.*

*School playing fields not within main school grounds are included within the "Outdoor Recreation Facilities" category.*

Hammersmith and Fulham's 159ha of parks account for the largest area of open space in the borough. However, there are relatively few parks sites compared to other types of open space. Amenity green space accounts for more than half the open spaces in the borough. However, in terms of area this accounts less than 10% of all open land surveyed. Most sites in this category are green space in housing estates and schools which tend to be fragmented and smaller in size.

### **3.5 Specific Provision**

#### **3.5.1 Nature Conservation**

There are 28 sites currently recognised (and designated within the UDP) as Nature Conservation Areas. Such areas are recognised as particularly valuable both as habitat and a community resource and need specific protection. Within the borough, there are 13 sites of Metropolitan or Borough importance that are accessible by the general public (excluding waterways). Map 5 shows the location of these sites and areas of the borough deficient in nature conservation areas.

#### **3.5.2 Cultural Heritage**

Most of the borough's parks are located within the 45 designated conservation areas in the borough which vary greatly in their nature and character. They range from centers of historic settlement, examples of industrial and commercial heritage, 18th- and 19th-century suburbs, model housing estates, and houses set in their historic grounds, to historic transport links and their environs, such as stretches of canal.

The special character of these areas does not just come from the quality of their buildings. The historic layout of roads, paths and boundaries; characteristic building and paving materials; a particular 'mix' of building uses; public and private spaces, such as gardens, parks and greens; and trees and street furniture, which contribute to particular views - all these and more make up the familiar local scene.

#### **3.5.2 Play Areas**

There are 114 children's play spaces in the borough, across 84 sites. These play spaces include equipped playgrounds, supervised facilities and unequipped / kick-about areas (usually on housing estates). Most parks in the borough have equipped playgrounds but most of the play spaces in the borough are unsupervised equipped playgrounds on housing estates. Housing estate playgrounds tend to be smaller in size than those in parks.

Most of the playgrounds in the borough cater for children under 8 years old. However a number provide equipment suitable for older children. Some playgrounds were assessed as catering for a mix of age groups; actual use by different age groups is currently unknown.

The majority of play spaces across the borough were assessed as being in satisfactory condition.

Maps 9, 10, 11 and 12 show the location of and access to play grounds across the borough.

#### **3.5.3 Sports Facilities**

Within the borough, there are more than 315 outdoor sport facilities across 69 sites:

20 Parks	20 school sites
4 playcentres/community centres	6 sports clubs
16 housing estates	3 stadia for professional football teams

There are two large private clubs in the borough providing outdoor sports facilities: the Queens Club and the Hurlingham Club.

Most sports are provided for across the borough. The most common facilities available are tennis courts, followed by sports pitches and basketball/netball courts and Multi-use games areas (MUGAs).

Residents have unrestricted access to approximately 40% of the outdoor sports facilities in the borough (sometimes a booking fee applies). Limited public access is provided to a further 49 facilities, including those within sports clubs or schools which allow public access at certain times. 16 facilities are located in housing estates, for use by estate residents.

The location of outdoor recreation facilities both inside and outside the borough are displayed on Map 13.

### 3.5.4 *Facilities for Young People*

Whilst play areas provide opportunities for young children, there are comparatively few facilities that cater specifically for older children and teenagers. Provision for sports activities is also important for these age groups. This can take the form of both formal (in the form of pitches and sports centres) and informal provision (kick about areas and Multi Use Games Areas (MUGAs)).

### 3.5.5 *Housing Land*

There are over 70 housing estates in the borough with substantial areas of open space within their grounds. This open space is often only accessible by residents, but provides an important communal resource, particularly in areas where there are few public spaces. The distribution of housing open space can be seen in Maps 1, 1A, 1B and 1C.

## 3.6 Assessment of Deficiency – Priority Areas

The London Plan sets out a hierarchy of public open spaces, largely based on size. Each of these is assigned a catchment – the likely distance a person would be willing to travel to an open space of that size. The Open Space Study 2006 shows that open space is present throughout Hammersmith and Fulham at all levels of the hierarchy, apart from regional parks.

A study by the Greater London Authority found that 68% of the population of the borough is not within the indicative catchment of a **District Park**. There is no deficiency of access to **Regional or Metropolitan** sized parks.

There are 17 **local parks** (2-20ha) and 18 **small local parks** (0.4-2ha) in the borough. Access to these spaces is very good. There are only small areas of the borough where residents are more than 400m from publicly accessible **Local Parks** (2-20ha) and **Small Local Parks** (0.4-2ha) when using the London Plan Hierarchy based on the size of an open space.

However, additional analysis reveals that many areas in the borough are more than 400m from local parks with a good range of facilities (play areas, pitches and court, seating etc). Maps 2, 3, 3A and 3B display priority areas for addressing open space deficiency through the provision of new open space and improving facilities across the network.

**Pocket Parks**, (spaces smaller than 2ha) could address some deficiency in the priority areas by increasing the provision of facilities in Furnivall Gardens, Frank Banfield Park, Cathnor Park, Wendell Park, William Parnell Park and Brompton Park as well as within housing estates in areas of deficiency.

The Thames Path is Hammersmith and Fulham's most important **Linear Open Space**. With a large proportion of the borough "10 minutes from the Thames" establishing a network of green links to this space is very important to increase use and enjoyment of this space. Removing barriers to access will also address identified deficiency areas.

There is a comparative lack of **play spaces** for children aged 0-12 in many areas of the borough. This is illustrated in Maps 10 and 11. Priority areas for improving access to children's playspace have been defined according to levels of deprivation and number of children. The main priority areas for children under 8 are around White City (north of Wormholt Park) and in Fulham (around Parsons Green). However, much of the borough between Wormwood Scrubs and the Great West Road is within a priority area. Deficiency areas for children over 8 are similar to under 8s but with greater concentrations in the Hammersmith / Shepherd's Bush and White City areas.

### **3.7 Future Needs**

The demand for open space will rise as the borough population rises. The ONS Mid Year Estimate for 2018 predicts 190,000 residents in Hammersmith and Fulham. This would reduce the ratio of Public Open Space from an already low **1.35ha per 1000** people to **1.22ha per 1000**. It is considered important to continue to protect open spaces while creating more publicly accessible open spaces. The implication for play space will also be an issue that needs addressing as the number of children is likely to rise.

### **3.8 Addressing Deficiency and Future Needs**

Map 4 shows priority areas for addressing deficiency in terms of access to local parks, small local parks and pocket parks. Priority areas have been identified along the Westway corridor, through central Hammersmith from Uxbridge Road to the Thames and along the boundary between Fulham and the Royal Borough of Kensington and Chelsea.

Hammersmith and Fulham residents also have access to public open spaces outside the borough (which they share with residents from neighbouring boroughs). If publicly accessible open spaces within 400m of the borough boundary are added to the total supply, the level of provision increases to approximately 1.7ha /1000 population.

#### **3.8.1 Protecting existing open space**

The Local Development Framework needs to set out criteria that will provide protection to open space at a level appropriate to its level of designation.

#### **3.8.2 Securing new open space where possible**

The Council should consider the possibility of providing new open space in the borough to meet the projected growth in population and improve the current ratio of public open space through planning policy frameworks and briefs, LDF site policies and Section 106 planning obligation agreements. This will be reflected within the Local Development Framework .

A formula for seeking S106 contributions should be developed which includes provision for negotiating open space provision, open space improvements, access improvements and studies. In addition open space needs should be included as part of the proposed Community Infrastructure Levy.

#### **3.8.3 Improving access to existing open space**

Where it is not possible to create new open space in the borough, improvements to existing open spaces or improvements to access will be the most effective way of improving Hammersmith and Fulham's open space network.

This will be addressed by the Parks and Open Spaces Strategy priorities and actions. It may also be possible to use Section 106 Agreements to gain public access to new developments' open spaces. Opportunities should be identified for designating and

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extending green routes (chains and corridors) to create a more integrated and accessible network of open spaces.

Improvements to the riverside walk will be required in new riverside developments.

## 4. Public Consultation and Surveys

A comprehensive residents' survey of the use of parks and open spaces was conducted in 1998. The results of this study have been used to inform the development of this Strategy. This survey will be reviewed and re-commissioned in the summer of 2008 as a priority action for this Strategy to ensure that Hammersmith and Fulham's open space priorities are based on the current views and needs of residents and open space users.

### 4.1 Methodology

#### *Resident Survey (1998)*

A postal questionnaire was distributed to 17% of borough households and a 42% response was achieved. The objectives of the survey were to:

- Measure current levels of usage of parks and open space within the borough;
- Determine a profile of visitors using the open spaces;
- Identify current travel patterns
- Gauge current opinion of and level of satisfaction with, park provision and facilities;
- Identify needs and expectations of park-users and potential park users;
- Identify the reasons some residents don't use parks
- Identify potential changes or introductions that users feel could be made to improve the parks service.

#### *Resident Satisfaction Survey (MORI)*

This triennial survey measures residents' satisfaction with a range of council services including satisfaction with parks. In 2003, 61% of residents were satisfied with Hammersmith and Fulham's parks and open spaces. In 2006, this had improved to 67% - but the top quartile of London councils had 78% of residents satisfied with parks in 2006. Hammersmith and Fulham must improve significantly to meet those standards.

#### *Stakeholder Consultation*

In preparing this Parks and Open Space Strategy, a second round of consultation took place, inviting comment from partners and stakeholders on the Strategy document. A summary leaflet was distributed to community and volunteer groups, and stakeholders (including members of the Cleaner Greener and Local Neighbourhood Committees) were provided with a copy of the Strategy and offered the opportunity to participate in consultation events. Statutory and relevant consultees (for example the Greater London Authority, Port of London Authority, Ministry of Defence) were sent the full draft Strategy.

The purpose of the consultation was to:

- Confirm support for the open space vision for Hammersmith and Fulham;
- Find out priority open space issues important to community and volunteer Groups;
- Understand what residents and visitors like or dislike about Hammersmith and Fulham's parks and open spaces;
- Establish residents' priorities for expenditure on open space improvements.

## 4.2 Highlights from Consultation

### Park Location, Catchment Area and Frequency of Visits

- There are approximately 5 million visits made to parks by around 120,000 residents
- 83% of respondents use a park at least once in the past year;
- The proportion of respondents not using parks increases significantly the further they live from certain parks and open spaces;
- Bishops Park and Ravenscourt are the most popular open spaces in the borough
- Smaller open spaces are very important with 30% of users visiting these most frequently;

### Reasons for Visiting, Likes, Dislikes and Suggestions for New Facilities

- Most common reasons for visiting open space are to walk or sit quietly, to take the children and use the play area or to take a short cut;
- 20% of all trips to parks are by dog walkers;
- Close to home, peace and quiet, appearance and layout are the main reasons people like a particular space;
- Dog mess and behaviour, litter / glass and street drinking are the main dislikes;
- The highest rated facilities are bowling greens, tennis courts and children's play areas.
- Top suggestions for new or improved facilities are toilets, cafes, seating and children's play areas;
- Satisfaction with facilities varies considerably from park to park.
- Across the borough the maintenance and appearance of trees, shrubs, lawns and grassed areas are regarded as good or excellent by between 74% - 90% of respondents.

### Getting to the park

- People who don't use parks state that it is difficulty reaching the park that make it inaccessible rather than the environment of the park itself.
- Most people (76%) walk to parks, taking 10 minutes to reach their main park;
- 9% drive, 8% regularly cycle and 5% take public transport.

The 1998 survey revealed that some spaces were used more than others. 24.3% of residents use Bishops Park as their main park whilst 23.8% use Ravenscourt Park, the boroughs two district parks. Residents also typically travel further to visit these parks.

Four other parks are used by more than 5% of Borough residents as their main park. These parks are termed **Flagship Parks** to reflect their importance and catchment, and consequently the need to develop a range of enhanced facilities and staffing.



## **5. Strategy Priorities for Hammersmith and Fulham**

### **5.1 Priorities for Improvement**

Aligning the needs and aspirations of residents and open space users with wider council, London and national policies and priorities is a major challenge when improving open space. Feedback from surveys, project development, consultation with partner agencies, Friends and Resident Groups and officers across the council has produced a variety of priorities for improving the open spaces in the borough.

Suggestions from the 1998 survey included:

- Provision of better facilities including toilets, cafés, bench seating, and drinking fountains;
- Better, more exciting play opportunities for younger and older children including adventure play, sandpits, water play etc;
- Providing imaginative facilities, equipment and activities for teenagers and young adults;
- Improving visitor safety in parks through increased staffing, better design and enforcement against anti-social behaviour;
- Developing new wildlife nature areas (including aquatic environments) while managing and promoting existing sites;
- Improving sporting facilities (cricket, tennis, football, basketball, artificial surfaces, floodlighting etc) and clarifying access and charging policies;
- Providing informal exercise opportunities with quality equipment and useful information;
- Improving horticultural standards and creating attractive spaces with imaginative flower beds, well maintained lawns, shrubs and tree planting;
- More organised entertainment and community events and providing the facilities (eg bandstands) to host them;
- Opportunities to get involved through Friends Groups and organised volunteering;
- Controlling dogs (educating their owners) and sustainably managing dog waste;
- Actively promoting parks and open spaces, their features, facilities and heritage;
- Understanding and addressing the needs of all ages and people living with illness and disabilities;
- Improving access to parks by providing directional signage, cycle racks, safe walking routes and developing green corridors;

Regional and national policies that affect open space are outlined in Section 2 of this Strategy. The major national and London priorities are:

- Protecting open space from inappropriate development;
- Overcoming deficiencies in open space, play space and biodiversity;
- Conserving and enhancing historic spaces;
- Increasing opportunities for access to the natural world;
- Enhancing opportunities for all to access open space including children and young people, older people, and people with disabilities.

The Council's Community Strategy and a number of other Strategies and Plans outline the wider priorities for the council for future years. Objectives relevant to Open Space include:

- Health, wellbeing and tackling obesity;
- Improving access for all;
- Creating a borough of opportunity;
- Listening to residents;
- Improving safety and proactively addressing anti-social behaviour.

## 5.2 Strategic Vision for Parks and Open Spaces

As a result, a vision for the future of Hammersmith and Fulham's Parks and Open Spaces and six key priorities have been developed:

*To improve the quality of life for all people in Hammersmith and Fulham through the provision of award winning parks and open spaces that are clean, green, safe and sustainable, by:*

### 1. Protecting Hammersmith and Fulham's existing parks and open spaces.

- Contributing to the social, environmental, health, recreation, and economic value of the borough.
- Encouraging awareness of the borough's unique and rich natural and cultural heritage

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### 2. Providing open spaces, play spaces and access to local biodiversity.

- Improving provision of open spaces where possible.
- Enhancing existing parks and open spaces and the links between them.
- Promoting awareness of local nature conservation sites.

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### 3. Creating safe, attractive and accessible spaces for all.

- Creating inspirational spaces.
- Reducing physical and other barriers to using parks and open spaces.
- Reducing the incidence and perception of crime and anti-social behaviour in open spaces.
- Improving local information about parks and open spaces.
- Opening up private spaces.

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### 4. Improving the standard of management and maintenance

- Creating award winning spaces that are safe and sustainable
- Renewing soft landscaping.
- Increasing diversity with species adaptable to climate change.
- Reducing pesticide use and incorporating environmentally sustainable management.

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### 5. Actively involving the community in their local open spaces.

- Supporting existing Friends groups to increase and diversify their membership.
- Encouraging and support the establishment of new Friends of Parks groups
- Promoting the sharing of ideas and experiences between community and amenity groups.

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### 6. Increasing participation in open spaces.

- Encouraging active recreation, formal and informal sport
- Opening up parks and open spaces for formal and informal education
- Encouraging community and other events

## 6. Parks & Open Spaces Strategy Actions

This section describes how the Hammersmith and Fulham Council will address the open space priorities.

### 6.1 Protecting existing open space.

The London Borough of Hammersmith and Fulham will:

- a. Protect all open spaces through policies included within the London Plan, the Unitary Development Plan and the Local Development Framework;
- b. Work with H&F Homes to improve the quality, management and use of housing open spaces.
- c. Develop an informative map of parks, open spaces and green corridors in the borough that links with the borough walking maps to provide information about the heritage, conservation value, features and facilities and proposals for enhancement across the network.

### 6.2 Providing open spaces, play spaces and access to local biodiversity.

The London Borough of Hammersmith and Fulham will:

- a. Seek further provision and enhancement of, and increased accessibility to, open space and other facilities, such as children's play areas through the application of policies with development plans.
- b. Address identified areas of deficiencies (Map 4) by negotiating accessible public open space in, or near, new developments where possible.
- c. Where practical, negotiate public access to private open spaces in schools, housing estates etc.
- d. Improve the protection, management, and promotion of nature conservation sites throughout the borough.
- e. Improve the wildlife habitat of Margravine Cemetery with the assistance of the Friends of Margravine and promote the space to a wider audience.
- f. Work in partnership with the Hammersmith and Fulham Biodiversity Partnership to implement the Biodiversity Action Plan and maintain and enhance all Sites of Nature Conservation Importance.
- g. Ensure that parks development schemes include elements that protect, promote or enhance wildlife habitats.
- h. Establish priorities for refurbishing play areas across the borough's parks
- i. Redevelop at least two park play areas to be fully accessible for disabled children responding to the 3 year Disability Discrimination Act (DDA) Action Plan.

### 6.3 Creating **safe, attractive, and accessible spaces for all.**

The London Borough of Hammersmith and Fulham will:

- a. Promote the Borough's parks and open spaces through a variety of media, including the internet, brochures, posters and signs, to make residents aware of opportunities for recreation in the borough.
- b. Survey access to open space across the borough and, where barriers to open spaces exist, develop an improvement programme to remove these barriers.

- c. Improve informational, interpretive and directional signage across the borough's parks and open spaces with an attractive and consistent format
- d. Investigate opportunities for public access to private open spaces.
- e. Identify potential green corridors and implement an improvement programme to improve accessibility between open spaces working closely with the Thames Strategy Kew to Chelsea and Street Scene enhancements.
- f. Ensure all open spaces, especially play areas are compliant in terms of access for those with disabilities (DDA compliance).
- g. Design parks and play improvements to take into account the needs of residents with disabilities and their carers.
- h. Establish a disabled user task group lead by disabled stakeholders (including young people, older people and carers) with staff support to co-ordinate meetings, visit exemplar sites and record and action group findings.
- i. Coordinate the provision of disabled parking facilities with the availability of accessible facilities including good paths, a mix of seating, play facilities, toilets and cafes.
- j. Review the quality of paving and the limited provision of seating through the 2008 Open Space Resident Survey and individual parks user surveys.
- k. Work with the Thames Strategy Kew to Chelsea to resolve pedestrian cyclist conflict along the Thames Path, providing safe bypasses especially at Upper Mall, Furnivall Gardens, Rowberry Mead, Stevenage Park and Bishops Park.
- l. Provide good quality, safe cycle parking at key sites.

#### **6.4 Improving the standard of management and maintenance.**

The London Borough of Hammersmith and Fulham will:

- a. Establish an officer steering group (including Parks Operations, Parks Development, Sports Development, Parks Constabulary) to develop enhancement proposals, deliver improvements and share information.
- b. Work closely with Quadron (grounds maintenance contractor) to raise the standards of maintenance across the network.
- c. Enhance and improve open spaces across the network particularly where there is an identified deficiency of provision or quality.
- d. Attain Green Flag awards for 6 Flagship Parks including Normand Park, Bishops Parks, South Park, Ravenscourt Park, Wormholt Park and Hammersmith Park.
- e. Enhance the attractiveness of the borough's commons and key open spaces (Shepherds Bush Common, Brook Green, Eel Brook Common, Margravine Cemetery, Furnivall Gardens and Parsons Green) to create *Inspirational Spaces* that celebrate the borough's rich natural and cultural heritage.
- f. Collaborate with community partners to undertake open space improvement projects that will contribute to the regeneration of the borough.
- g. In partnership with the Thames Strategy (Kew to Chelsea), coordinate a programme of open space and green corridor improvements to improve Stevenage Park, Rowberry Mead, Furnivall Gardens and Upper Mall.

- h. Work with the Thames Strategy Kew to Chelsea, Ports of London Authority, Borough Highways, and the Environment Agency to enhance and promote the biodiversity, amenity, accessibility and safety of the River Thames.
- i. Review the provision and effectiveness of dog exercise areas in parks and open spaces
- j. Liaise with community groups, the Parks Constabulary, Neighbourhood Area Police Teams and Council officers to address safety and security issues.
- k. Develop a Service Level Agreement with Parks Constabulary for parks patrols and security.

### **6.5 Actively involving the community in their local open spaces.**

The London Borough of Hammersmith and Fulham will:

- a. Establish partnership agreements between the Council and new or existing Friends Groups to align priorities, attract funding, share information and resources and encourage volunteering.
- b. Hold a bi-annual Friends Forum where Friends Groups can share experiences, attract new members and promote their activities.
- c. Continue to develop involvement in community gardens at Ravenscourt Park, Godolphin Road Open Space, Loris Gardens and Normand Park and explore opportunities for additional community garden space.

### **6.6 Increasing participation in open spaces.**

The London Borough of Hammersmith and Fulham will:

- a. Increase participation in sports by improving the standards of sports pitches and facilities and streamline booking and charging procedures.
- b. Coordinate work with the PCT, Sports Development, and community health organisations to tackle childhood and adult obesity and other health problems through the provision of facilities and structured activities and events in Parks and Open Spaces.
- c. Investigate the provision of group fitness classes in parks.
- d. Provide outdoor exercise equipment, running surfaces and information about availability to promote a healthier borough.
- e. Develop policy and advice for residents wishing to hold community events in their local park.
- f. Identify (through the review of the Sports Strategy and School Sports Zones) required access to outdoor sports provision for the proposed Hammersmith Academy and develop a Memorandum of Understanding for capital improvement and ongoing maintenance.
- g. Work in partnership with the Building Schools for the Future team to improve PE and sports provision for all with structured access for schools at Ravenscourt, Hurlingham, South Park, Wormwood Scrubs and Linford Christie Stadium.
- h. Provide dedicated Playing Fields for a whole year group in the North and South of the Borough to help meet the PE and School Sport Public Service Agreement target and assist with the transformation required in secondary education.
- i. Where possible, allow structured community access to school sports facilities outside of hours.

## **7 Implementing the Parks and Open Spaces Strategy**

Successful implementation of this Strategy is dependent both on adherence to the framework outlined in the document and the establishment of a dedicated team to administer the implementation plans and monitor progress against the priorities outlined above.

### **7.1 Work to date**

Work has already begun on the process of implementing improvements across the borough:

- The Parks and Recreation Service unit has been established bringing together services in parks and other open spaces such as cemeteries alongside sports development and leisure centres to ensure coordination of provision across the borough and achieve efficiencies through joint contract monitoring, sports and pitch booking, etc;
- A new Grounds Maintenance Contract with Quadron Ltd commenced in mid 2008 and will deliver improved grounds maintenance across the borough;
- A design masterplan has been developed for Bishops Park and submitted to the Heritage Lottery Fund outlining substantial improvement plans for the park and the grounds of Fulham Palace
- Normand Park has been completely redesigned and refurbished in partnership with the people of North Fulham and funded by the North Fulham New Deal for Communities;
- Responsibility for Little Wormwood Scrubs has been passed to the Royal Borough of Kensington and Chelsea as it is very close to the borough boundaries and serves a high proportion of RBKC residents in that area. Kensington & Chelsea have undertaken to make improvements to the facilities and maintenance of the park
- Shepherds Bush Common is undergoing complete redesign and refurbishment in consultation with local communities and funded by development gain monies to provide an oasis of green and calm in the middle of this busy area, with enhanced play and café areas.

### **7.2 Key Actions 2008- 2009 (Year 1)**

#### **7.2.1 Establish a Parks & Open Spaces Steering Group**

This group will be established in 2008 and will meet regularly to review, develop, implement and monitor actions against the priorities and actions in section 6. Where necessary, staff from other departments and agencies will be invited to join or report to this group.

#### **7.2.2 Develop an Annual Implementation Plan**

This will be the key tool for taking forward the Parks and Open Spaces Strategy actions and to allocate existing and future capital funding for improvement actions. The annual implementation plan will be in place by November 2008. All projects across the council that have an open space element will be included and progress against key actions monitored. The implementation plan will be updated annually to reflect completed projects and emerging priorities. Each project will outline specific timescales, milestones, resource implications and completion targets.

### **7.2.3 Ensure that two major parks are maintained and managed to Green Flag standards**

Work will commence to ensure that two of Hammersmith & Fulham's major parks will be judged against Green Flag Award standards of maintenance and management in the first year of the strategy with a further four parks in years 2 to 4.

### **7.2.4 Ensure that the Bishops Park Master Plan reaches Stage 2 of the Heritage Lottery Fund process**

Officers will work closely with the Heritage Lottery fund, designers and the community to maximise the opportunity to achieve significant grant funding for this major project. This will entail ensuring that the Master Plan application is approved at Stage 1 by the Heritage Lottery Fund in September 2008 (subject to HLF timescales) and is submitted for Stage 2 consideration within the following year.

### **7.2.5 Develop a Master Plan for South Park**

Officers will develop a Master Plan for South Park in consultation with key stakeholders and residents by September 2008 to identify key improvements, action existing funds for the Park and prepare for external funding applications. A number of key improvements will be made to the park in 2008-09 including renovation of the tennis court area and further conservation works to the perimeter wall.

### **7.2.6 Resident Survey update.**

The 1998 Parks and Open Spaces Resident Survey will be updated with a random survey of 10,000 households in 2008. The results of the survey will inform future improvements and the overall implementation of the Parks and Open Spaces Strategy.

### **7.2.7 Increase users satisfaction with parks**

Improvements will be undertaken to ensure that users' and residents' satisfaction with parks increases within the first year of the strategy from the baseline figure of 67% in 2006 and this will be measured annually to achieve the target of the top London quartile (78% plus).

## **7.3 Further Work and Research**

There are number of projects that need further work before they can be advanced into implementation plans for the future, such as background research, ongoing consultation and partnership working. These projects will be identified as a work programme by the Steering Group with designated responsibilities and resources.

## **7.4 Monitoring and Review**

Ongoing monitoring of the implementation of the Strategy is key to its success as a focused and responsive tool for improving the borough's environment and the lives of local residents. The monitoring framework will identify Key Performance Indicators (KPIs) including those negotiated as part of the Grounds Maintenance contract (2008), national, regional and local targets; the results of surveys and consultations; and those identified as part of the implementation plans. These KPIs will be reported back to the Parks and Open Space Steering Group at regular intervals.

The Strategy Action Plan and Implementation plans will be reviewed annually.

- Completed projects and actions will be removed;
- New projects and actions costed and added as appropriate.

The Strategy will be fully reviewed every 10 years.





## APPENDIX 1 Unitary Development Plan

### *Protection of Open spaces*

Open spaces in the borough are protected from development through policies in the council's UDP. The policies seek to protect existing open space from the pressures of competing land uses. The policies and proposals of the plan also promote the provision of additional, as well as the enhancement of existing, open space in all development proposals so as to meet borough needs.

The Borough's UDP policy EN22 emphasizes the council's aims for open space. It seeks to protect open space by only permitting development, on identified public open space and other green space of borough-wide importance, where it can be shown that it would preserve or enhance open character, its function as a sport, leisure or recreation resource and for biodiversity and visual amenity.

In addition, policy EN22X seeks to protect public and private open space of local importance subject to the same criteria as EN22, but development proposals may be permitted where open space to the equivalent amount is provided elsewhere or where proposals would release a development site needed to realise a qualitative gain for the community.

Open spaces in the borough are further protected by specific UDP policies on Childrens' Play Areas (Policy EN23B), Metropolitan Open Land (Policy EN24), Nature Conservation Areas (Policy EN27), Green Corridors (Policy EN28), and Nature Conservation on Development Sites (Policy EN29).

### *List of protected open spaces*

A schedule of protected open spaces of borough wide importance is included in the UDP. Also included are sites protected under the London Squares Preservation Act (1931) those included in English Heritage's Register of Historic Parks and Gardens. Nature conservation areas are listed separately.

### **Increasing provision, access and improving existing open space**

The borough's UDP policies encourage the provision of new and enhanced open spaces in new developments.

Policy **EN23** requires all new development to make provision for open space to meet the needs of occupiers and users. This should be on site or where not practical contribution to a new open space or enhancement of nearby open space. Proposals should include open land provision beyond that that required to meet the needs of the development itself, particularly where:

- The locality is identified as an area of general open space deficiency;
- New open space would contribute to the improvement of town centres, employment zones and regeneration areas;
- There is potential to enhance nature features of strategic importance such as the riverside;
- The open space would create, or contribute to, provision of pedestrian links between existing open space, town centres, entertainment venues or other, established pedestrian routes;

- There is potential to enhance the biodiversity value of an area, including the creation of new habitats for wildlife.

Policy **EN23B** requires new development that provides family dwellings to provide, or contribute towards, new or enhanced children's play facilities in the neighbourhood. There are also detailed standards on amenity space and children's play space which provide details of the amount of open space to be provided in new developments, namely:

- S5A Residential Amenity Space in New Developments
- S7.1 Children's Play Space Development on sites over 0.2 Hectares.