

Wormwood Scrubs Charitable Trust Committee Agenda

Wednesday 14 December 2022 at 5.00 pm

This meeting will be held remotely.

Watch it live on YouTube: youtube.com/hammersmithandfulham

MEMBERSHIP

Administration
Councillor Alex Sanderson (Chair) Councillor Bora Kwon Councillor Dominic Stanton
Co-optees
Miriam Shea Stephen Waley-Cohen

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Date Issued: 12 December 2022
Dates Updated: 09 December 2022
12 December 2022

Wormwood Scrubs Charitable Trust Committee

Agenda - 14 December 2022

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent. At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken. Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest. Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.	
3. MINUTES OF THE LAST MEETING	4 - 12
To approve the minutes of the meeting held on 7 September 2022.	
4. WORMWOOD SCRUBS CHARITABLE TRUST ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022	13 - 58
This report presents the Wormwood Scrubs Charitable Trust Annual Trustee's Report.	
5. MANAGER'S REPORT	59 - 176
6. DATE OF NEXT MEETING	
To note the date of the next meeting: <ul style="list-style-type: none">• 8 March 2023	

Wormwood Scrubs Charitable Trust Committee Minutes

Wednesday 7 September 2022

PRESENT

Committee members: Councillors Alex Sanderson (Chair), Bora Kwon and Dominic Stanton

Co-opted members: Miriam Shea and Stephen Waley-Cohen

Advisors to the Trust: Steve Hollingworth (Assistant Director, Leisure, Sports and Culture), Osama El-Amin (Trust Manager), Vicki Abel (Trust Development Manager), Emma Jerrard (Senior Events Manager), Catherine Field (Events Manager) and Nicholas Falcone (Senior Corporate Accountant)

Clerk: Debbie Yau

External Guests:

Dr Miriam Burke, Simon Donovan and Sevda Ozsezer-Kuruc (London Development Trust)

Brittany Woodham, Rob Haworth, Amy O'Brien, Kath Tomlin, and Carly Morrell (Secret Cinema)

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE LAST MEETING

RESOLVED

The minutes of the meeting held on 12 July 2022 were agreed as an accurate record.

4. MANAGER'S REPORT

HS2 Update

Steve Hollingworth (Advisor to the Trust) presented the report and outlined the progress in respect of the Stamford Brook Sewer (SBS), UTX site and demolition of the Wycombe Line Bridge.

In reply to the Chair's enquiry about the duration of the road closures after the demolition of the Wycombe Line Bridge commenced in December 2022, Steve Hollingworth advised that while the Trust was yet to receive further details, he understood that the road closures would be kept to a minimum.

Stephen Waley-Cohen (Co-opted member) enquired about the scope of the reinstatement of the landscape after the associated site of the SBS was handed back in December 2022. Steve Hollingworth confirmed that the reinstatement on SBS would be the same as agreed for the alternative access road with same soil and seed mix.

Thames Valley Harriers (TVH) Clubhouse

Steve Hollingworth briefed members on the TVH's proposal to refurbish their clubhouse to improve the gym equipment, catering and toilet facilities at a cost of £400,000 with a view to securing more usage of the clubhouse by the wider community. Members noted that the TVH asked the Committee to consider contributing £40,000 towards the cost of these works.

Miriam Shea (Co-opted member) enquired about the extent of opening up the clubhouse to the wider community in terms of facilities and the opening hours. Steve Hollingworth said he believed that the operator would open the café to the wider community as much as possible during daytime and through to the evenings in summer. He agreed with the view of Miriam Shea that the Council might have a view on the opening hours of the café when granting the operating licence. The Chair added that the Committee needed to ensure that the said facilities were made available to the wider community after the refurbishment. Councillor Bora Kwon echoed that the Committee needed information on the community's access to the facilities and the hours of operation.

Councillor Dominic Stanton considered it helpful if a business plan reflecting the operator's financial capacity was in place for members to consider the proposal having regard to the income and expenditure forecasts. Stephen Waley-Cohen expressed support to the TVH proposal and considered it would be great if the Committee could give a green light for the TVH to identify potential café operator and produce the business plan. Reiterating her support in principle, Miriam Shea considered it prudent for the café operator to plan ahead when the margin was not desirable.

In reply to Councillor Dominic Stanton's enquiry about the timeline of the refurbishment works, Steve Hollingworth said he understood the TVH would like to proceed as soon as possible with a view to operating the refurbished facilities by next season. Noting members' views, he undertook to follow up with the TVH for the additional information and include the relevant conditions in the draft grant agreement for consideration and approval by the Committee at its next meeting scheduled for 14 December.

The Chair reiterated the Committee's view to ensure the Trust's money was well spent and the facilities were well managed. Members gave their support in principle as long as the aforesaid conditions were met.

ACTION: Steve Hollingworth

Stephen Waley-Cohen asked approval to bring a paper to the December meeting setting out suggested ways forward for the Linford Christie Stadium. Members agreed.

ACTION: Osama El-Amin

LDT Consultation

At the invitation of the Chair, Dr Miriam Burke of the London Development Trust (LDT) introduced her colleagues, Simon Donovan and Sevda Ozsezer-Kuruc. She presented the Summary Findings of Consultation 2022 conducted by the LDT.

Summary of recommendations

The remit of the consultation was to identify how people used the Scrubs, what the barriers and hopes for the future were:

- 79% of respondents agreed that biodiversity should be protected and enhanced.
- A similar proportion highlighted the need to enrich the educational offer of the space.
- Improving paths would support those with mobility issues, while protecting biodiversity by keeping footfall to specific areas.
- Improving the number and variety of facilities on offer, including - toilets, picnic benches, tables and water fountains.
- Reviewing the frequency of litter picking.
- Placing emergency phones at designated areas.
- Placing more effective controls on Dog Walking.
- Orientation signage could be integrated into other signage to support new visitors.
- Producing a long-term maintenance plan for the Scrubs.
- Delivering an impactful approach to Equality Diversity and Inclusion.

Stephen Waley-Cohen said he looked forward to receiving and reading the summary report as well as the full report, and until then would he be able to discuss and comment on the actions to be taken for the Scrubs.

Before Dr Burke and her colleagues left the meeting, the Chair thanked the LDT for the comprehensive summary of findings as well as LDT's time and effort put onto the consultation.

On the next steps, Steve Hollingworth informed members that the LDT would circulate the full report for members' comments, provide clarification where necessary and pass on the recommendations to the LUC consultants and the Council's ecologist to help incorporate them into the Master Plan which would be included in the Manager's Report for the next Committee meeting.

ACTION: Steve Hollingworth

OPDC Local Plan

Osama El-Amin (Trust Manager) gave an update on the OPDC Local Plan. In summary, the Local Plan was a statutory policy planning framework which had been in gestation since February 2016 before its adoption in June 2022. The Local Plan aimed to deliver a vision for the area known as Old Oak and Park Royal, with a view of delivering 20,000 new homes and 35,000 new jobs. It also included 4 proposed interconnected walking/cycling routes around the new hub of HS2, as well as access routes.

Osama El-Amin drew members' attention that in line with LBHF which was a statutory consultee to the OPDC, he was liaising with the OPDC and LBHF's legal and planning teams to ensure that the WSCT was also given "statutory consultee" status.

To enhance members' understanding of the Local Plan, Osama El-Amin proposed liaising with the OPDC to arrange a workshop to acknowledge how the environment around the Scrubs could be affected and how any public realm improvements could impact the ecology of the open space.

The Chair said that the 250-page document was very compact with a lot of details, it would be useful for members to gain a better understanding of the Local Plan through the workshop. Councillors Bora Kwon and Dominic Stanton agreed. Expressing her agreement too, Miriam Shea added that the Local Plan had been on discussion for a long time with a number of proposals being raised in the process.

The Committee approved undertaking a workshop with the OPDC to discuss the Local Plan.

ACTION: Osama El-Amin

Improvements to Entrances

Vicki Abel (Trust Development Manager) briefed members on the proposed improvements to the three entrances and clarified that the entrances were 1. Braybrook Street/Wulfstan Street; 2. Old Oak Community Centre/Braybrook Street; and 3. Scrubs Lane. She confirmed that the same contractor had provided two quotations. The lower quotation (Option 2) at £73,554 was based on the exact specification provided by the Council's Highway Department. The higher quotation (Option 1) at £129,255 included a deeper subbase of 100 mm for Sites 2 and 3 and included wooden (timber) edging beside the pathways. While LBHF's Highway Officer considered Option 2 viable as paths of similar specification had been provided across the borough, she said officers at the Scrubs considered Option 1 a long-term solution as the inclusion of timber edging would help retain the aggregate, as well as providing a level along the length of path to help reduce pooling. It would vegetate over in time to produce a soft aesthetic appearance.

While agreeing with the Chair that it was worth spending money upfront than saving money down the line, Councillor Dominic Stanton sought information on the lifespan and future maintenance costs of both options. Vicki Abel said the requested information was not available, she however understood that it was a low maintenance surface that could easily be repaired.

Stephen Waley-Cohen referred to his discussion with the Project Manager and a colleague on improvements to entrances which would meet some of the LDT's recommendations made earlier regarding better entrances, more picnic tables and seating. The Friends of Wormwood Scrubs favoured that approach. Echoing his view, Miriam Shea expressed positive support to the proposed improvements as they provided better access, helped reduce crime and enhanced the feeling of safety near the playground.

Councillor Bora Kwon asked whether any sites in the borough had used similar material so that she might take a look to ascertain whether the elevated proposal was a better long-term solution. Steve Hollingworth confirmed that it had been used in Bishops Park and South Park.

The Committee approved Option 1 at a total cost of £129,255, to be met by the funding of £110,000 from the Mayor of London's Good Growth Fund and supplemented by £20,000 from WSCT's own resources to secure a long-term solution.

ACTION: Vicki Abel/Osama El-Amin

Events

Emma Jerrard (Senior Events Manager) advised members that the Secret Cinema organisation wished to hold events at the Scrubs next summer.

Secret Cinema

Brittany Woodham (Producer of Secret Cinema) introduced her colleagues: Amy O'Brien (Producer), Kath Tomlin (Community Manager), Carly Morrell (Production and Location Director) and Rob Haworth (Planning and Licensing).

Brittany Woodham outlined the background of Secret Cinema, and the previous productions, including Dirty Dancing at Kellerman's Resort in 2022, and Romeo & Juliet at Gunnersbury Park in 2018. The Secret Cinema proposed to bring two outdoor shows at the Wormwood Scrubs in summer 2023.

Kath Tomlin shared with members the objectives of community engagement, immersive learning (e.g. production workshops for aged 12 to 25) and training (shadowing employment for aged 18 to 25), immersive production of the shows adapted for local school students and paid employment for those with the required skills in production, operations, food and beverage.

Kath Tomlin continued that there was dedicated fundraising for each show, for local charities named by local residents and stakeholders through consultation. Fundraising was made through donations for previews and guest list by incorporating into the pre-narrative in-world webpages. She remarked that Secret Cinema had raised over £60,000 for charities since 2018.

The Chair asked about the site preparation and recovery before and after the shows. Brittany Woodham detailed the infrastructure to be put in place including marquees and scaffoldings, and truck traffic involved with special emphasis not to endanger the ecology of the Scrubs nor reduce its use by local residents and users

during the period. She assured members that 24/7 security would be arranged for the entire period.

In reply to the Chair's further enquiries, Kath Tomlin advised that subject to availability, the event might provide around 10 to 20 jobs for local people with the right skills. There would be a special screening of adapted immersive production for up to 500 students from secondary schools and sixth form cohorts. More screenings might be arranged on demand, subject to venue availability and budget. She further advised that each workshop would be attended by about 30 people, and there would be around 4 to 5 workshops for a 3-week show.

The Chair raised concern about light and noise nuisances caused by the shows. Brittany Woodham said that the light would be kept at the required level to ensure proper security screening of the site. Rob Haworth added that light sensors would be used so that unnecessary lighting would be off to minimise the impact.

In this regard, Stephen Waley-Cohen expressed concern about the inevitable light nuisance during screening and dispersal of some 5,000 audience in the dark, and noise nuisance from in-situ loudspeakers, both of which would be an intrusion to the local natural reserve. In response, Rob Haworth referred to the oversight of the local authority in respect of noise mitigation. He also detailed the mitigation measures to be taken by the sound designer and lighting engineer having regard to the concerns of the in-house ecology consultant.

Councillor Bora Kwon asked about audience make-up. Brittany Woodham said it varied depending on the nature of the shows. The Secret Cinema was currently securing the broadcasting rights of the show for summer 2023 which aimed at audience aged 12+/16+ and expected a lot of young families would join the shows. In terms of crime concern raised by Councillor Bora Kwon, Rob Haworth remarked that the Secret Cinema had encountered only a few security issues since 2006. He said that the control team with highly experienced security staff would use different elements and activities to direct and control the movement of the crowds from their arrival to dispersal. In reply to Councillor Bora Kwon's further concerns on vehicular flow and parking, Rob Haworth said that as the actual venue was kept secret, the audience would take public transport to the designated tube stations. Arrangements would be in place for taxi and vehicle pick-up after the shows.

Councillor Bora Kwon asked about the Secret Cinema's previous experience, if any, in hosting outdoor events at a venue like the Wormwood Scrubs which was wild, not easily accessible and lack of facilities. Rob Haworth referred to the various venues they had worked across London some of which were similarly remote. Such venues did not cause much concern as ultimately the Secret Cinema would work out the event layout to accommodate different needs. He assured members that the Secret Cinema's in-house ecology consultant was mindful of the need to preserve the local species during venue set up and down.

In response to Osama El-Amin's question about sewage treatment, Rob Haworth said that well-respected contractor would be engaged to remove the sewage in an environmental-friendly approach by moving the sewage around the site to designated waste carrier.

Responding to the Chair's concern about littering, Brittany Woodham advised that litter pickers would follow the audience from the tube stations as they might drop litter along the route, whereas the cleaning team would constantly pick up litter during the entire event until after the audience had left the venue. The litter would be recycled as far as possible.

As regards Osama El-Amin's further concern on the use of the improved entrances, Rob Haworth said the trucking contractor understood the importance of protecting the grassland and its neighbourhood, and the need to meet the conditions specified under the relevant licence for the event. In reply to Stephen Waley-Cohen's enquiry about the truck route, Brittany Woodham said that there were two options. During their recent site visit, they had accessed the site via the Scrubs Lane entrance. The Secret Cinema would discuss the best route to use with the Trust. In this connection, Miriam Shea referred to the Committee's previous discussion about improving access to the hospital by large vehicles and the Secret Cinema might draw reference from their experience.

Councillor Dominic Stanton was concerned about the longer-term effect of the presence of the show at the Scrubs. Brittany Woodham highlighted that expertise from the Secret Cinema could discuss with the Trust the details of the infrastructure and how they would be installed. In setting down the venue, the Secret Cinema would remove all infrastructures including the temporary road for truck access and leave no debris on the grassland.

As regards the financial involvement of the WSCT raised by Stephen Waley-Cohen, Emma Jerrard advised that subject to members' agreement to the initial proposal, the Secret Cinema would proceed to apply for the required licences when consultation with quotes would be carried out in parallel.

The Committee agreed to explore the matter further and invited the Secret Cinema to provide more detailed information for the Committee's consideration at a later meeting.

ACTION: Emma Jerrard

Baseline Audit of Flora and Fauna

Osama El-Amin briefed members that the Committee had sought a quotation from Idverde, in conjunction with the Royal Society for the Protection of Birds to undertake a comprehensive review of the existing plants and animals on the Scrubs. The costs of the project should be forthcoming in September 2022. Separately, HogWatch – a programme delivered by the Zoological Society of London to monitor London's hedgehog population – had noted hedgehog activities on Old Oak Estate and offered to deploy camera traps on-site to monitor their activities on the Scrubs.

Osama El-Amin said he would advise the timescale and quotation of the monitoring project at the next meeting. Stephen Waley-Cohen suggested, and members agreed that the Chair would approve the expenditure if the amount fell within her delegated authority.

ACTION: Osama El-Amin

Grounds Maintenance and site management update

Osama El-Amin updated members that delivery of sandy loam for footpath surfacing was underway. With reference to findings of the LDT consultation, a wider discussion on concepts and co-design of more robust meadow signage would soon proceed. Moreover, the installation of new benches near the play area on Braybrook Street to replace the burnt ones would take place after the construction of the new play equipment there.

Stephen Waley-Cohen stated that in terms of maintenance, there was a big improvement in litter picking and clearance at the start of the new contract. However, the contractor's performance was now less satisfactory than that in March. In response, Osama El-Amin said that the LTD's recommendation echoed the member's observation, and it was necessary to review this work stream. He undertook to follow up with the contractor accordingly.

ACTION: Osama El-Amin

Weekend parking charges

Steve Hollingworth advised that the new parking charges had come into force on Saturday 20 August 2022. Members noted that so far, there was no complaint about displacement of parking into residential streets.

Recruitment

The Chair welcomed the Trust Manager, Osama El-Amin and the Development Manager, Victoria Abel who had reported duty on 1st and 8th August 2022 respectively.

Law Enforcement Team (LET) Update

On behalf of the LET, Steve Hollingworth updated members that since 1 June 2022, LET officers had reported 458 various interactions, including patrolling the area/footpath from the car park leading to Braybrook Street at the rear of the WWS Prison. There were also 150 public engagements among the pedestrian/ cyclists/ dog walkers/ e-scooters as well as 140 high visibility reassurance patrols.

Councillor Dominic Stanton asked for an update on the reports of poison being placed near Braybrook Street. The Chair said she understood there were no further report of similar incident. Notwithstanding this, Stephen Waley-Cohen noted that many walkers remained cautious. Councillor Dominic Stanton found non-recurrence reassuring.

Financial Forecast 2022/2023

Nicholas Falcone (Senior Corporate Accountant) reported that the current forecast for 2022/2023 at £254,696 was slightly better than the budget with an anticipated net income outturn of £250,697. The decreased income had almost been fully

offset by decreased costs. The decreased income of around £15,000 was due to a general decline in parking income by £21,004 which was partly offset by the increased income of £6,000 from Kensington Aldridge Academy.

In terms of expenditure, Nicholas Falcone advised that there was £19,000 less spending due to the decreased in staff costs of about £14,000 and decrease in other expenditure of around £5,000.

Nicholas Falcone further said that subject to the meeting with the Trust's auditors scheduled for the following week, the audit of the 2021-22 accounts would be completed and the audit report would be prepared for the consideration of the Committee at the December meeting.

ACTION: Nicholas Falcone

RESOLVED

The Committee agreed to:

1. Consider the draft agreement for a grant of £40,000 towards the development of the TVH Clubhouse for use by the wider community.
2. Consider the LDT recommendations in relation to the proposed Master Plan.
3. Approve undertaking a workshop with the OPDC to discuss the 'Local Plan'.
4. Approve Option 1 for site entrance improvements.
5. Explore further the shows to be hosted by the Secret Cinema at the Scrubs in summer 2023.
6. Authorise the Chair to approve the cost of the HogWatch project if the amount fell within her delegated authority.
7. Note all other matters in the report.

5. DATE OF NEXT MEETING

Members noted the next meeting would be held on 14 December 2022.

Meeting started: 6.30 pm
Meeting ended: 8.53 pm

Chair

Clerk: Debbie Yau
E-mail: debbie.yau@lbhf.gov.uk

WORMWOOD SCRUBS CHARITABLE TRUST ANNUAL REPORT AND STATEMENT OF ACCOUNTS 2021/22	
14th December 2022	
Report to Wormwood Scrubs Charitable Trust Committee	
Report Author: Nick Falcone	Contact Details: Nicholas.Falcone@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report presents the Wormwood Scrubs Charitable Trust Annual Trustee's Report which includes the draft 2021/22 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 2021/22 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 2021/22 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 are provided from page 18 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 2021/22.
- 4.4. MHA Macintyre Hudson have substantially completed the 2021/22 Wormwood Scrubs Charitable Trust audit 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 2021/22

- 5.1. The Trust delivered a surplus for the year of £92,592. 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 £5,938,377. With the addition of the in-year surplus of £92,592, the year-end balance was £6,030,969.
- 5.3. The amount carried forward consists of unrestricted income funds of £1,030,969 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 2021/22 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 the temporary nature of KAA's occupation and the current reliance on this as a source of income to maintain the Trust's balances. 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 2021/22 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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
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 2021/22

Appendix B – Draft Audit Findings Report 2021/22

Appendix C – WSCT Letter of Representation 2021/22

Wormwood Scrubs Charitable Trust
Trustee's Report and Financial Statements
for the year ended 31 March 2022

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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*’

2021/22 saw some significant developments for the Trust:

- Delivering a financial surplus of £92,592 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.
- Procuring a new grounds maintenance contract focussed on greater community involvement.
- Continuing to work closely with the Friends of Wormwood Scrubs through the two Friends who are co-opted members of the governing committee.
- Agreeing to hire a Trust Manager to help develop strategic direction and deliver on the charitable objectives of the Trust.

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 2021/22 were: Councillors Alex Sanderson, Helen Rowbottom and Belinda Donovan. There were also two non-voting co-opted members, Miriam Shea and Sir Stephen WaleyCohen, 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 Sharon Lea, 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. A new specific contract for the Scrubs for five years with an option of a further five, was awarded to Idverde in February 2022 following a further 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. Further consultation is planned for 2022/23 before proposals are finally agreed.

There has also been greater focus on ways to protect areas used by ground nesting birds during the bird nesting season.

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. Design proposals were developed over Autumn 2020 and Spring 2021 and were presented to a Committee subgroup in March 2021 and further consultation is on-going.

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 has started and reinstatement of the Stamford brook sewer site is planned to be completed by February 2023.

HS2 Bill – Compulsory Purchase orders

HS2 has served preliminary notices of compulsory purchase for three areas of Wormwood Scrubs open space. These comprise:

- an area of 14.04 square metres, adjacent to Old Oak Common Lane (OOCL) to accommodate the realignment of OOCL and footpath. Once the work has been completed this would form part of the highway under the responsibility of the London Borough of Ealing.
- The UTX site, to allow HS2 to grant easements to the utility companies; and • An area of subsoil under the UTX site.

The Trust are seeking compensation for these CPO`s and confirmation that the UTX site will be returned to the Trust once HS2`s work has been completed.

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

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 (Conservation Management Plan) formed the basis of recommendations for the AEM (Alternative Ecological Mitigation) proposals presented by LUC (Land Use Consultants) Ltd 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 fully certified athletics track and five all weather pitches.

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

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

- Tackle Africa Football Tournament
- London Junior Baseball League
- 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 affected. 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.

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. Furthermore, the grounds maintenance contract was retendered during the year, with a specific lot for the Scrubs. Idverde were successful in retaining the work and the new contract started from 1st February 2022.

Activity
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 Scrubs is an extremely popular site attracting a diverse range of users from dog walkers to model aircraft flyers; from ornithologists to those wanting a quiet walk. During the pandemic many more people than usual visited the Scrubs, with residents seeking an open space for exercise. This has resulted in pressure on open spaces. Although this has diminished following the relaxation of the regulations parks and open spaces have remained busier than usual.

Community Safety

The Scrubs continued to be patrolled by the Borough's uniformed Law Enforcement Team which was established in April 2021, after restructuring the parks police. No major crimes were reported, and most incidents involved anti-social behaviour. The encampments

established by HS2 protestors at the north of the Scrubs were patrolled and monitored, and the protestors left the site in September 2021.

Licensing for professional dog walkers has helped regulate this activity. However, consultation on further regulation is planned through the introduction of a Public Space Protection Order on the management of dogs on open spaces across the borough.

Financial Review

The Trust is reporting a surplus of £92,592 in 2021/22. This is £206,069 more than budget due to reduced costs and additional income.

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 £327,096 in 2021/22. KAA are now expected to remain on site for a few more years, with the latest licence agreed up to July 2023.

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

Summary of Financial Position	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
	£	£	£	£	£	£	£	£
Total Incoming Resources	1,170,121	1,002,080	1,195,896	1,082,949	1,072,295	698,745	678,572	717,972
Total Resources Expended	(1,077,529)	-953,096	-1,048,691	-856,005	-774,332	-736,084	-737,772	-724,506
Net outgoing (-)/Incoming resources	92,592	48,984	147,205	226,944	297,963	-37,339	-59,199	-6,534
Total funds brought forward	5,938,378	5,889,393	5,742,188	5,217,280	5,217,280	5,254,619	5,313,818	5,320,353
Total funds carried forward	6,030,970	5,938,378	5,889,393	5,742,189	5,515,244	5,217,280	5,254,619	5,313,818
General unrestricted income funds	1,030,969	938,377	889,392	742,188	515,243	217,279	254,618	313,817

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 since 2020/21 budgeting process to make an additional contribution of £30,000 to the stadium's repairs. The 2021/22 contribution totalled £170,253 (£61,500, £103,320 one-off contribution to asbestos removal and the absorption of governance and recharge costs (£5,433)).

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 £1,030,969 as at 31 March 2022 (see the Statement of Accounts note 12), an increase of £92,592 when compared to 2020/21.

No capital projects were undertaken in 2021/22.

Plans for future periods

In approving the budget for 2022/23, the Committee took account of the implementation of essential traffic management system, employment of the Trust manager, commitments agreed over the preceding year and allowed for health and safety related works. The budget predicts a £250,697 surplus. 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 2023 and expected further extensions will continue the significant favourable impact on 2022/23 and 2023/24 accounts. Contribution to increased surpluses is anticipated from reduced grounds maintenance costs resulting from February 2022 contract renewal. This cost reduction is welcomed as it should partially offset the future loss of the KAA income.

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. The Trust Manager has been appointed and begun his role in August 2022 with commitment to producing and implementing the Trust's regeneration plan.

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 and becoming beginning to solicit funds from: corporate organisations, trusts and foundations. 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 2022 (now planned for 2024) and put on performances over the summer for a 4-week period. The capacity for each show would be approximately 4,000 people.

Grounds Maintenance (GM) is the Trust's main expenditure. The new contract commenced on 1 February 2022 with a reduced price (fixed for 5 years) to design a new specification and carry out the procurement process.

- The procurement secured a separate contract for Wormwood Scrubs.
- The specification ensures 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 £1,030,969 represents an amount approaching 100% of the Trust's gross annual expenditure up to 2021/22. 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, which is partially relieved by the GM cost reduction. The Committee, with the dedicated support of the Trust manager, 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.

Recovering from Covid-19 restrictions, pay and display parking income in 2021/22 has increased by £99,983 compared to 2020/21 (£9,514 less than 2019/20). Added to this reducing pressure is decreased grounds maintenance costs due to contract renewal and the opportunities for increased events. 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 2021. The Committee report can be found on the Council's website at the following location:

[Decision report template - spend over 300k \(lbhf.gov.uk\)](#)

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 2021/22

Risk Index No.	AREA OF RISK	IMPACT OF RISK	SEVERITY High/Medium/Low	POTENTIAL High/medium /Low	VALUATION	COMMENT
001	High Speed 2 Railway and the development of Old Oak	Adverse impacts on the Scrubs that are contrary to the objectives of the Trust	High	Medium	May not be a financial loss	Trust is engaging with HS2 and TFL and the Old Oak Development Corporation to agree outcomes that do not adversely impact.
002	Pay and Display income level	Income levels are still below pre covid, but are continuing to recover.	Medium	Medium	Potential loss of income.	Usage fluctuates. 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 requires investigation into the drainage system, as it is underperforming.	High	Low	Significant expenditure.	If investigations indicate that work is required, the current sinking fund could be used to fund the works.
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.
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



Name: Stephen Hollingworth

Date: XX

Wormwood Scrubs Charitable Trust

Independent Auditor's Report to the Trustees

Opinion

We have audited the financial statements of Wormwood Scrubs Charitable Trust (the 'Charity') for the year ended 31 March 2022 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 2022 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. 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:

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

Reference and Administrative details

Charity Name and Number	Wormwood Scrubs Charitable Trust, Registration No. 1033705
Charity Correspondent	Sukvinder Kalsi Director for Finance Wormwood Scrubs Charitable Trust Hammersmith Town Hall King Street W6 9JU
Trustee	The Council of the London Borough of Hammersmith & Fulham
Telephone	N/A
Email Address	sukvinder.kalsi@lbhf.gov.uk
Governing Document	Wormwood Scrubs Act 1879 As Amended by Scheme of The Charity Commissioners Dated 25 March 2002.
Objects	For recreational use as set out in the Wormwood Scrubs Act 1879
Area of Benefit	Wormwood Scrubs and West London. (Area prescribed by Governing Document)
Area of Operation	Greater London – Hammersmith and Fulham
Registration History	23 Feb 1994 Registered

Auditor Details

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

STATEMENT OF ACCOUNTS

Wormwood Scrubs Charitable Trust

Statement of Financial Activities (incorporating an income and expenditure account) for Year ended 31 March 2022

Income and Expenditure	2021/22	2020/21
	£	£
Income and endowments from:		
Income from Charitable activities:		
Pay and Display Parking Meters	312,739	212,757
Hammersmith Hospital Car Park Licence	362,467	353,547
2 Other trading activities	392,455	338,391
3 Income from Investments	1,644	3,020
Income from donations and grants	100,817	94,365
Total Income and endowments	1,170,121	1,002,080
Expenditure on:		
4, 7 Charitable activities:		
5 Contribution to Linford Christie Stadium	(170,210)	(63,963)
Non Routine Maintenance of Wormwood Scrubs	(66,709)	(15,398)
6 Routine Grounds Maintenance of Wormwood Scrubs	(739,794)	(779,370)
Charitable expenditure	(100,817)	(94,365)
Total Expenditure	(1,077,529)	(953,096)
Net income/(expenditure)	92,592	48,984
Reconciliation of Funds		
Total funds brought forward	5,938,377	5,889,393
Total funds carried forward	6,030,969	5,938,377

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

Wormwood Scrubs Charitable Trust

Balance Sheet as at 31 March 2022

		2021/22	2020/21
		£	£
Notes	Fixed Assets		
8	Tangible Assets	5,000,001	5,000,001
	Total Fixed Assets	5,000,001	5,000,001
	Add: Current Assets		
	Cash in Bank	929,464	684,358
9	Debtors	175,035	300,277
	Total Current Assets	1,104,500	984,635
	Less: Liabilities		
10	Creditors: Amounts falling due within one year	(73,531)	(46,258)
	Total Liabilities	(73,531)	(46,258)
	Total Net Assets and Liabilities	6,030,970	5,938,378
		£	£
11	The funds of the charity:		
	Unrestricted Reserves:		
	Unrestricted income funds	(1,030,969)	(938,377)
	Revaluation reserve	(5,000,001)	(5,000,001)
	Total Charity Funds	(6,030,970)	(5,938,378)

Approved by the trustee on **XX** and signed on their behalf by:



Stephen Hollingworth
Assistant Director - Leisure, Sport & Culture

Wormwood Scrubs Charitable Trust

Statement of Cash Flows for Year ended 31 March 2022

Notes

	2021/22	2020/21
	£	£
Cash flows from operating activities:		
12 Net cash provided by operating activities	243,463	50,537
Net cash provided by investing activities	243,463	50,537
Cash flows from investing activities:		
Dividends, interest and rents from investments	1,644	3,020
Net cash provided by investing activities	1,644	3,020
Change in cash and cash equivalents in the reporting period	245,107	53,557
Cash and cash equivalents at the beginning of the reporting period	684,357	630,800
Cash and cash equivalents at the end of the reporting period	929,464	684,357

Wormwood Scrubs Charitable Trust

Analysis of Net Debt for Year ended 31 March 2022

	At 1 April 2021	Cashflows	At 31 March 2022
	£	£	£
Cash at bank and in hand	684,357	245,107	929,464

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 Trust 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. Figures in the accounts are rounded to the nearest pound (£).

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

The Trust has a licensing agreement with Hammersmith Hospital NHS Trust (HHT), for the use of a limited number of parking spaces within the car park, making use of surplus capacity. The trustee 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 Trust 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 Trust 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 Trust holds only basic financial instruments, comprising Cash, trade debtors and trade creditors. These are measured as follows:

Financial instrument	Measurement on initial recognition
Cash	Cash held
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 Trust
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 Trust

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 Wormwood 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 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 Wormwood 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

There is inevitably a degree of estimation uncertainty relating to accounting estimates and 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 2021/22.

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

	2021/22	2020/21
	£	£
Filming income	5,335	9,162
Other rental income*	387,120	329,229
	392,455	338,391

*Other rental income predominantly relates to the Kensington Aldridge Academy (KAA) lease. KAA pays the Trust a suitable market rent for use of an old gravelled military training area in the Scrubs. Total lease income recognised in the 2021/22 accounts is £327,096 (£315,658 in 2020/21). Future minimum receipts associated with the lease due within one year are £82,641 (£79,569 in 2020/21).

Other rental income also 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 £16,126 (£16,767 in 2020/21) and this has been recorded as Deferred Income on the Trust's Balance sheet. Event Hire income is also included within other rental income.

(3) Income from investments

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 0.274% in 2020/21 to 0.0587% in 2021/22.

(4) 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.

(5) 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 2021/22 a contribution of £164,820 (£61,500 in 2020/21) was made to the Linford Christie Stadium. The significant increase in 2021/22 is as a result of an asbestos clearance contribution made.

(6) 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 2022 for a period of 10 years, with a break clause after 5 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. The new Contract started on 1st 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 reduced from £749,365 in 2020/21 to £679,842 in 2021/22 due to the new contract coming into effect from 1st Feb 2022. This figure includes an agreed client fee to cover staff costs of the Council's Parks team.

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.

(7) Governance costs

The Governance costs associated with the Trust 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 Trust consist of the following:

	2021/22	2020/21
	£	£
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.	(4,511)	(4,582)
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.	(16,466)	(18,528)
Audit Fees (in accordance with statutory independent audit requirements).	(9,950)	(9,950)
	(30,927)	(33,060)

Allocation of the Governance costs:

Activity	2021/22	2020/21
	£	£
Contribution to Linford Christie Stadium	(5,390)	(2,463)
Non Routine Maintenance of Wormwood Scrubs	(2,112)	(592)
Routine Grounds Maintenance of Wormwood Scrubs	(23,425)	(30,005)
	(30,927)	(33,060)

(8) 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).

(9) 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.

	2021/22	2020/21
	£	£
Trade debtors	103,737	186,216
Prepayments and accrued income	71,299	114,061
Total	175,036	300,277

(10) 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.

	2021/22	2020/21
	£	£
Accruals and deferred income	(73,531)	(46,258)
Deferred income		
Brought forward balance	(16,767)	(20,213)
Released in the year	641	3,446
Year end balance	(16,126)	(16,767)

(11) Fund Structure

The Trust's Unrestricted Funds comprise:

	2021/22	2020/21
	£	£
General Unrestricted Income Funds	(1,030,969)	(938,377)
Fixed Asset Revaluation Reserve	(5,000,001)	(5,000,001)
	(6,030,970)	(5,938,378)

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 £100,817 and expenditure of £100,817 in 2021-22, compared to income of £94,365 and expenditure of £94,365 in 2020-21) 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.

(12) Net Cash Flow from operating Activities

	2021/22	2020/21
	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	92,592	48,984
Adjustments for:		
Dividends, interest and rents from investments	(1,644)	(3,020)
Loss/(profit) on the sale of fixed assets		
(Increase)/decrease in debtors	125,242	10,446
Increase/(decrease) in creditors and deferred income	27,273	(5,873)
Net cash provided by (used in) operating activities	243,463	50,537

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

(13) Related Party Transactions

The Council of London Borough of Hammersmith and Fulham (LBHF) is the trustee of the Trust. 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 Trust's ability to meet its objectives. There are no staff employed by the Trust.

	2021/22	2020/21
	£	£
a) London Borough of Hammersmith and Fulham as transacting party		
- LBHF as contractor to the Trust		
Environment Department for the provision of Routine Grounds Maintenance of Wormwood Scrubs (Ref Note 7)	(716,368)	(749,365)
- LBHF as recipient of contribution		
Contribution to Linford Christie Stadium (Ref Note 6)	(164,820)	(61,500)
- LBHF as provider of administrative and management support to the Trust		
Environment Department for management & financial administration services of Wormwood Scrubs	(4,511)	(4,582)
Legal Services for the provision of legal advice required in the management of Wormwood Scrubs	(16,466)	(18,528)
	(902,166)	(833,975)
Amounts due to or from related parties:	-	-

(14) Trustee Remuneration, Benefits and Expenses

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

(15) Staff Costs

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

(16) 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:

	2021/22	2020/21
	£	£
Fees payable to the External Auditor with regard to external audit services carried out by the appointed auditor for the year	(9,950)	(9,950)
	(9,950)	(9,950)



Audit Findings Report

Prepared for Wormwood Scrubs Charitable Trust

Audit for the year ended 31 March 2022

Presented to the Trust Committee on 14 December 2022

Now, for tomorrow

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1 – Introduction

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 2022.

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 Auditors 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.

Finally, we would like to express our thanks to all the Charity's officers and staff who assisted us in carrying out our work - particularly Nick Falcone and Carmen Lomotey.

Stuart McKay is looking forward to attending your meeting on 14 December 2022 to present this Report, review the Trustees' Annual Report and financial statements, and agree the Letter of Representations.

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2 – Independence & responsibilities

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.

2.3 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.

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>Income recognition – Car Park Income</p> <p>Risk that income is not complete.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Confirm the systems and procedures which should be operating within the Car Park and the Council's review and monitoring processes thereof • Consider testing the operation of procedures (council reconciliations per machine ID) on a sample basis • Perform analytical review to budget/prior year for each Parking Machine • Test a sample of Car Park machine records to receipt to ensure that income is complete • Test online tickets (Ringo) issued to sales invoices and income allocation sheets 	<p>Audit work performed as planned – no exceptions.</p>
2	<p>Income recognition – Rental income</p> <p>Risk that income has not been accounted for in line with the terms and conditions of the rental agreements. We note that the Kensington Aldridge Academy licence agreement has been extended again.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Ensure that rental income is accounted for in line with the respective licence agreements, noting any restrictions • Ensure correct cut off has been applied in respect of rental advances or arrears. 	<p>Audit work performed as planned – with exceptions noted below.</p> <p>A non-adjusting misstatement has been noted in Section 5 below regarding the value of Hammersmith Hospital Car Park License income relating to the year and to which the Charity is entitled but which has not been recognised in the accounts.</p>

3 – Matters arising from the audit

<p>3</p>	<p>Authorisation, categorisation and allocation of expenditure (non-payroll costs)</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>	<p>We will:</p> <ul style="list-style-type: none"> • Review the systems and controls around authorisation, monitoring and allocation of expenditure • With reference to the Council’s Financial Procedures, identify and test the key controls over expenditure authorisation; payment and allocation • Review the controls in place over supplier set up and on-going due diligence • Ensure there are effective controls in place to ensure that grounds maintenance contracts are monitored against work performed • Review the cost allocation methods and sample test, noting that allocations of support costs are expected to be done on a consistent basis with the previous year • 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 	<p>Audit work performed as planned – with exceptions noted below.</p> <p>‘Other expenditure’ is a heading which is normally, as the SORP suggests, reserved for losses on disposal of tangible fixed assets. An adjusting misstatement has been noted in Section 5 below as we understand that the transactions currently represented under this heading do not represent losses on disposal of tangible fixed assets.</p>
<p>4</p>	<p>Lessee and lessor accounting</p> <p>We understand that the contract for the maintenance of Wormwood Scrubs was renegotiated in the year. There is a risk that the Charity have not accurately disclosed any operating lease commitments occurring as a result.</p> <p>As noted above, we also understand the Kensington Aldridge Academy licence agreement has been extended in the year. There is a risk that the Charity are not accurately disclosing the rent receivable under the agreement in line financial reporting standards.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Obtain and review documentation and payment schedules regarding the new maintenance contract • Assess whether the new contract represents an operating lease, and if it is concluded that it does, confirm that associated commitments have been accurately calculated and disclosed in the accounts • Obtain and review the latest agreement with Kensington Aldridge Academy • Assess whether the rent receivable under the new agreement is material and thus needs to be disclosed in line with FRS102 guidance on lessor accounting, considering any break clause which might be included in the agreement 	<p>Audit work performed as planned – with exceptions noted below.</p> <p>The new rental agreement with Kensington Aldridge Academy guarantees the Charity rental income to the year ended 12 July 2022. As such, we have recommended that narrative disclosures be made regarding the minimum future receipts under the non-cancellable operating lease, and the nature of the lease, has been included in the final accounts; see Section 5 below.</p>

3 – Matters arising from the audit

<p>5</p>	<p>Financial reporting</p> <p>There is a risk that Trustees' Report and financial statements are not fully compliant with the Charities SORP or are materially misstated through errors in their compilation.</p> <p>We note that in previous years restricted income and expenditure has not been disclosed on the face of the Statement of Financial Activities but narratively in the Funds note; the level of activity in such funds was considered immaterial. Given the level of restricted fund activity this year, there is a risk that this presentation is no longer appropriate.</p>	<p>We will:</p> <ul style="list-style-type: none"> • 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: • Check a sample of accounts to ensure there is a full audit trail to the financial statements; • Review the financial statements against legal, regulatory and the SORP 2019 requirements and sector best practice; • Review the assessment by the Trustees of the risk that the financial statements may be materially misstated as a result of fraud; • Ensure that the Trustees Annual Report is materially consistent with the financial statements and our understanding of the Charity; • 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; • Review the Trustees' Report for consistency with the financial statements and to ensure it complies with applicable regulatory and SORP 2019 requirements. • Review the Trustees assessment of the Going Concern assumptions • Critically review and evaluate the assumptions used in forecasts and budgets • Consider the disclosure relating to going concern in the trustees' report and accounting policies • Consider the explicit statements relating to going concern now required in our Auditor's Report. 	<p>Audit work performed as planned, with exceptions noted below.</p> <p>As concluded during last year's audit, the income and expenditure relating to the HS2 project is considered to be restricted. However, for the second year now, the Trust's accounts do not currently show the restricted income and expenditure in a columnar format on the face of the SoFA, as required by the Charities 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 but being an area of judgment, we again deem it necessary to communicate it to those charged with governance.</p>
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3 – Matters arising from the audit

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 2022 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
- A final review of our going concern assessment, including 'stand back' procedures in line with ISA 570

3.4. Letter of Representations

We have forwarded a Letter of Representations 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". We have not included any non-standard representations within this letter.

4 – Audit findings

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.

4.5 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

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 non-adjusting misstatements, other than those that we believe are clearly trivial, to Trustees.

ADJUSTING MISSTATEMENTS	SOFA		BALANCE SHEET	
	DEBIT £'S	CREDIT £'S	DEBIT £'S	CREDIT £'S
Surplus per draft statutory accounts		92,592		
Non routine maintenance of Wormwood Scrubs Other expenditure <i>Being adjustment to reclassify the Other expenditure incurred in the year as Non routine maintenance.</i>	1,444	1,444		
Net Impact (Adjusted)	1,444	1,444		
Surplus per statutory accounts		92,592		

DISCLOSURE ADJUSTMENTS

The following are misstatements in disclosures which have been adjusted for in the financial statements:

Note 2 Being adjustment to disclose the future minimum lease receipts associated with the Kensington Aldridge Academy lease due within one year, being £82,641 (2021: £79,569), a 'general description' of the lease arrangements, and total lease income recognised in the accounts.

NON-ADJUSTING 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 invoiced 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>		6,310	6,310	
Net Impact (Unadjusted)		6,310	6,310	

6 – Fees

6.1 Fees

Our initial fee quote was provided in our Audit Planning Memorandum and was based on accounts and draft accounts being supplied in accordance with the agreed timetable. We are pleased to report that we have not encountered any issues in this regard.

Service	Fee (excluding VAT)
Fee for the audit of the financial statements of WSCT for the year ended 31 March 2022 <i>(2021: £9,950)</i>	£9,950

Appendix A: Sector Development

We prepare regular updates on accounting, tax, regulations and legal changes 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 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>

TO BE PRINTED ON THE TRUST'S LETTER HEADED PAPER

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

Date: **TO BE THE SAME AS THE DATE THE ACCOUNTS ARE SIGNED AND DATED**

To whom it may concern

CONFIRMATION OF REPRESENTATIONS

This representation letter is provided in connection with your audit of the financial statements of Wormwood Scrubs Charitable Trust ('the charity') for the year ended 31 March 2022. 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 2022 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 trustees', members' and management 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 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.

2. 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.

3. 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.

4. Audit adjustments

We confirm the financial statements are free from material misstatements, including omissions. We have not made adjustments for the misstatements identified by your audit because the effect of the uncorrected misstatements are immaterial both individually and in aggregate, to the financial statements as a whole.

5. 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 also confirm our plans for future action(s) required to enable the charity to continue as a going concern are feasible. We have considered a period of twelve months from the date of approval of the financial statements. 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. We are not aware of any material uncertainties or doubts about the ability of the charity to continue as a 'going concern' for the foreseeable future.

6. 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.

7. 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.

8. 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.
9. 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.
10. **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) (second edition – October 2019), issued by the joint SORP making body.
11. **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.
12. **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.
13. **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.
14. **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.
15. **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

MANAGERS REPORT

14th December 2022

Report to Wormwood Scrubs Charitable Trust Committee

Report Author(s):

Osama El-Amin, Trust Manager
Stephen Hollingworth, Advisor to the Trust.

Contact Details:

Osama.el-amin@lbhf.gov.uk
Stephen.Hollingworth@lbhf.gov.uk

Executive Summary and Decisions Sought

The Committee is asked to:

1. Approve audited accounts for Financial Year 2021/22.
2. Note HS2 re-instatement progress.
3. Approve submission of an application for Green Flag accreditation.
4. Take note of the 'Site Entrance Improvement' project update.
5. Approve £19,200 to continue and complete the hedge laying project.
6. Note the progress made by Kensington Dragon's FC on the development of football pitch provisions at LCS.
7. Approve £40,000 grant to the Thames Valley Harriers.
8. Note the proposal delivered by the Friends of Wormwood Scrubs on the development of the Linford Christie Stadium.
9. Note the progress of a feasibility study into vehicle accessibility off Scrubs Lane.
10. Approve the Secret Cinema proposal and delegate to officers to undertake the next steps.
11. Take note of the Ecological Baseline/Monitoring programme.
12. Approve version G of the Alternative Ecological Mitigation Master and note the next steps.
13. Approve the acquisition of 'Local Nature Reserve' status for the Meadow.
14. Note the Tree Planting plan for the new year.
15. Take note on the Trusts' latest financial performance and forecast for Q3 2022/23
16. Note the latest Law Enforcement update.

1. Annual Report and Audited Accounts for Financial Year 2021/22.

The committee is asked to approve the Trust accounts, annual report and draft audit findings presented elsewhere in the agenda. The Trust remains committed to fulfilling the recommendations of the audit findings as delivered by MHA MacIntyre Hudson and resolves to sign and submit the letter of representations accompanied with those documents.

Committee to approve

2. HS2 update

Stamford Brook Sewer Re-instatement

Construction work is complete. HS2 are starting to remove hoardings from the hammerhead area in the east of the site, this will continue backwards towards Old Oak Common Lane. The SBS alternative access route, along with the dark purple area is also being re-instated. The hoarding will be replaced with Heras fencing while the site is re-graded and then seeded. Topsoil and sub soil will be re-used from the site.



The site will be handed back in February 2023 with continued inspections and final handover of all maintenance responsibility to LBHF once the seeded area has been established. The alternative access route must be handed back by the end February 2023 in line with planning conditions.

UTX Site

Featured in green on the left-hand side above. Tunnelling works from the UTX site to the main site are complete. Welfare units are to be removed and the site to be tidied up, but it will be retained for future utility works regarding the relocation of services.

Committee to note.

3. Green Flag Application Submission

A Green Flag Management Plan (**see appendix 1**) is currently being written for the Scrubs. This document explains the heritage of the space, how it is used and managed daily, and which interventions are to be made to satisfy the 7 terms of accreditation listed below. It is an ambition of LBHF that all its parks and open spaces in the borough are accredited with the Green Flag award. The application process requires that the Green Flag Management Plan be submitted in January 2023 followed by a visit from the judges on a day to be confirmed between May and July 2023.

The space is scored on the following criteria:

- A Welcoming Place
- Healthy, Safe and Secure
- Well Maintained and Clean
- Environmental Management
- Biodiversity, Landscape and Heritage
- Community Involvement
- Management/Achievements

The Green Flag Award is a positive accolade for any park or open space and ensures a high standard of management and maintenance is pursued. Green Flag spaces are reviewed periodically to ensure they still meet the standards of the Green Flag Award and feedback reports are produced by the judges. If standards are not maintained the Green Flag can be rescinded.

Committee to approve.

4. Site Entrance Improvements

At the last committee meeting, the committee agreed to option A (higher specification quote) for £129,255 with a £20,000 matched contributed from the Trust to undertake site access improvements across 3 entrances: Scrubs Lane, Braybrook Street and Wulfstan Street. After the last meeting, officers sought additional quotations to undertake these improvement works. A different supplier to the one selected at the last meeting submitted a quote, which is significantly cheaper than other competitors, for the same specification of work.

Due to this cost saving posed by the new contractor, the Trust is no longer required to match a contribution toward these works. The second contractor was awarded the contract and is expected to start on-site during the week commencing 23rd January 2023, with a 4-6-week construction period.

Committee to note.

5. Hedge Laying Programme

One of the most ecologically sensitive areas of the Scrubs (the meadow in the north-west region) is home to an abundance of flora native to the Scrubs. This area also hosts ground nesting birds and an array of insects and invertebrates. To protect this area, the Trust has paid £12,074 to date to lay approx. 125m of hedge to the eastern and partially the southern boundaries. To complete the southern hedge boundary, an additional 325m of hedge needs to be laid. To minimize disruption to ground nesting birds, this activity is best undertaken in the autumn or winter months. The committee is asked to approve £19,200 for the remaining hedge laying and to begin with an initial 200m of hedge from January – March 2023. Once the ground nesting season has begun, the Trust Manager will report back to the committee with progress towards laying the remaining hedge and the portion of funds committed. The committee should note that local volunteers have been instrumental in undertaking these activities and will continue to play a vital role in the protection of flora and fauna on the Scrubs.

Committee to approve.

6. Kensington Dragons Update

Kensington Dragon's FC (KDFC) entered into a funding and lease agreement in 2021 with WSCT. Part of this agreement involves the re-surfacing of football pitches at the Linford Christie Stadium, along with the expansion of pitch space to the southern boundary. To date KDFC have spent £50,000 on various surveys, consultant support and legal fees. Upon investigating several topographical, drainage, soil, utility, and electrical aspects of the site, pitch consultants – Surfacing Standards are now able to prepare contractors quotations. Trust officers will monitor progress towards implementing this major scheme and report back to the committee accordingly.

Committee to note.

7. Thames Valley Harriers Clubhouse

At the last committee meeting held on Wednesday 7th September 2022, the committee resolved to seek more financial information from the Thames Valley Harriers (TVH). Officers received the current TVH business plan, the latest set of financial accounts along with an income generation plan and circulated these to the committee for feedback. TVH have given assurances that the facility will be accessible to the wider community and will work with the operator to ensure access. Committee is asked to approve a £40,000 grant to TVH for this project and delegate development of a funding agreement to officers.

Committee to approve.

8. Linford Christie Stadium Proposal by The Friends of Wormwood Scrubs

In accordance with an action generated in the previous committee meeting, The Friends of Wormwood Scrubs (FoWWS) in consultation with Kensington Dragons and The Thames Valley Harriers, have developed a proposal on the future of the Linford Christie Stadium (**see appendix 2.**) Committee members are asked to note consider the proposal and note for discussion at the next committee meeting.

Committee to note.

9. Vehicle Access Off Scrubs Lane

In accordance with Trustee agreement to trial event(s) on the Scrubs, officers have commissioned a feasibility study into the most appropriate route for vehicular access onto the Scrubs. This study is specifically interested in developing the far north-eastern entrance on Scrubs Lane, as this has proven (through consultation with potential event providers and the Scrubs ecology advisor) to be the most effective, the least impact on residents and least ecologically damaging access route. Results of this study are expected to be shared on the week commencing 19/12/2022.

Recommendations from this study will form the basis of future events planning procedure and will be shared with committee members once complete. An ecological mitigation plan will form part of the selected entrance works. Entrance will be secured via lockable gate or bollards outside event times.

Committee to note.

10. Secret Cinema Summer 2023

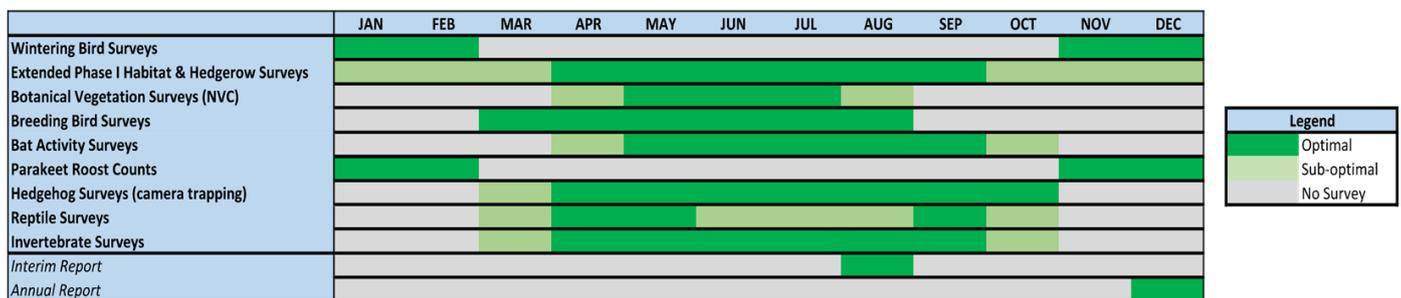
Secret Cinema (SC) are proposing to undertake 1 show on the Scrubs in summer 2023. The build will take place from 3rd July – 31st July. Show **week 1:** Tuesday 1st August - Sunday 6th August.

Show week 2: Tuesday 8th August - Sunday 13th August. **Show week 3:** Tuesday 15th August - Sunday 20th August. Dismantling will take place 21st August – 27th August 2023. The site location is stated below. In consultation with the WS Development Manager and Ecology Advisor, mitigations will be put in place to minimise the impact on plants and animals. Residents will be involved from the beginning with an active outreach plan that seeks to facilitate the needs and mitigates concerns of the community. In consultation with the Trust committee, local charities will be selected to benefit from fundraising campaigns. SC aim to employ a minimum of 30 people from within the local area on aspects such as: security, merchandise, stewarding and front of house. SC will also offer 10 work experience placements to young people aged 18-25 yrs. In addition, SC are eager to support local schools and community groups through the provision of interactive creative arts workshops. Committee is asked to approve hosting Secret Cinema on the Scrubs in the summer 2023, note the detailed proposals outlined in the presentation given by SC and delegate authority to officers to implement the proposal, together with the programme of community engagement and activities. **Committee to approve**

11. Ecological baseline and monitoring programme

Idverde (grounds and maintenance contractor) have provided a quote of up to £9000 to undertake an ecological baseline survey. This is the cost of an additional 1 day per week for the WS Community and Ecology Advisor to complete these surveys across a calendar year – January 2023 – January 2024.

This represents an opportunity to pull together all the surveys carried out in the last 6 years. The baseline survey will provide a mechanism for reviewing and monitoring biodiversity on the Scrubs by undertaking repeat surveys to generate a longitudinal data set of species records for the Scrubs. This will help to identify any population trends and inform management decisions. The timeline of the study is illustrated below:



The results of these studies will be fed into the Biodiversity Masterplan, along with the general grounds maintenance schedule of activities. Once all surveys have concluded, a report will be provided to the committee noting the trends seen since previous studies and recommendations for further intervention and continued monitoring. This committee can then take a decision on whether to factor this work into an annual schedule of - 'Non-routine Grounds Maintenance' with the provision of the necessary budget.

Committee to note.

12. Alternative Ecological Mitigation (AEM) Masterplan

Land Use Consultants (LUC) were appointed in 2019 to produce a suite of documents, including a Masterplan for Alternative Ecological Mitigation (AEM) and oversee works by the landscape contractor, once appointed.

LUC subsequently produced a Conservation Management Plan (CMP) for the Scrubs and various versions of the draft AEM Masterplan.

When the preferred Masterplan option was presented to WSCT in April 2021, the Committee felt that further consultation to fully engage all sections of the community was required.

Following consultation in summer 2022 by London Development Trust (LDT), LUC have amended the Masterplan accordingly to include all those recommendations that will improve or enhance the biodiversity of the Scrubs.

The Masterplan (**see appendix 3**) now includes a pond to the south of the site and swales in two locations: to the southern perimeter and in the north of the site, south of Lester's Embankment. The swales to the southern boundary will provide opportunities for increased biodiversity while reducing flooding of the footpaths and diverting water away from entrance areas and footpaths.

As with former versions of the masterplan a main element of the proposals is the maintenance and management of existing features – such as meadow management – rotational cutting to create habitat mosaic and woodland management to reduce density and improve the under-storey to allow for natural regeneration.

The committee is asked to approve this final version of the Masterplan.

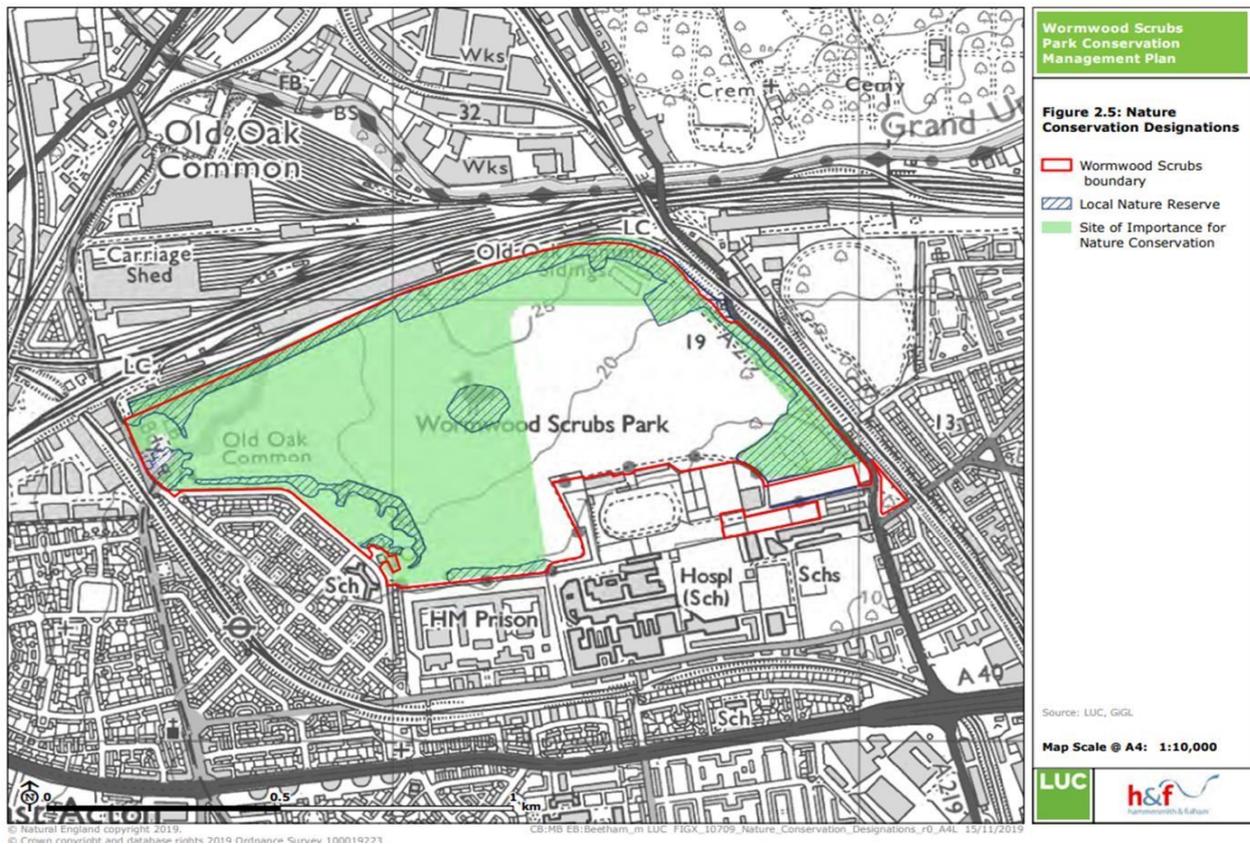
Pending approval, the next steps are as follows:

- Begin costing and prioritizing the work.
- Carry out topographical and hydrological surveys on the land.
- Detail the work packages i.e. draw up schedule of works and plans.
- Plan the work in phases or years. i.e. what will happen, when and how long it will take to deliver, considering the best time of year to do certain work.
- Agree a timetable of delivery with WSCT/HS2 and wider stakeholders.
- Apply for any consents required.
- Allocate a budget to each item or work package.
- Consider contractors for the work and how best to procure them.
- Tender the work
- Consult with stakeholders – periodically throughout the process via WSCT digital interface, currently in production.
- Fundraise for items not covered by the Biodiversity Masterplan and if the HS2 funds are insufficient, to cover the cost of all items in the Masterplan.

Committee to approve.

13. LNR Status for Meadow Area

The image below illustrates the 'Sites of Importance for Nature and Conservation' (SINC), along with 'Local Nature Reserve's' (LNR) currently classified on the Scrubs.



It is proposed that the meadow area, illustrated below in red, is also recognized and designated as a Local Nature Reserve (LNR). This area is the most floristically diverse on-site and attracts a wide variety of bird species. LNR designation would provide the opportunity of creating bylaws and/or public space protection orders specific to the area.



The process of applying for LNR status involves drafting the following documents:

- Declaration document.
- Ecological Management Plan.

- Detailed boundary map.
- LNR byelaws.

These documents will be shared with the WSCT for comment and approval. If approved the Trusty is obligated to announce the LNR proposal to the public and allow for inspection of the declaration and boundary map. The proposal must be advertised in a local newspaper.

Once this process is completed, Natural England will formally recognize the LNR and add it to the designated site database. An official ceremony can then take place. This committee is asked to note the process of acquiring LNR status and approve permission to do so.

Committee to approve.

14. Tree planting

Priority tree works were undertaken in late November/early December, including the removal of the horse chestnut avenue.

Tree planting as part of the reinstatement works of the SBS site has been agreed with HS2 and the proposed tree planting is shown in the plan below. This will replace 15 trees that were lost on the site through the Stamford Brook Sewer work. In addition to the trees, shrub and whip planting is proposed to gap up the hedge along the northern boundary with the railway line and at locations A and B on the plan.

In addition, HS2 has approved funding for shrub planting to the northern boundary with the railway to gap up the hedge.



Committee to note

15. Financial Forecast 2022/23

The financial forecast for Wormwood Scrubs Charitable Trust (“the Trust”) for 2022/23 is summarised below and is detailed in Annexe 1. Financial transactions for the 2022/23 financial year to date are set out in Annexe 2.

The budget for 2022/23 was agreed with an anticipated net income outturn of £250,697. The current forecast is £36,085 less than this, a £214,611 net income outturn. Any future proposals that are agreed by the Trust up to March 2023 will be incorporated in future forecasts, as necessary.

Forecast movement: The £40,084 unfavourable movement is the net of increased income, -£3,610, and increased costs, £43,695.

Activity	Outturn 2018/19	Outturn 2019/20	Outturn 2020/21	Outturn 2021/22	Budget 2022/23	Forecast 2022/23	Variance 2022/23	Movement Between Years		Comments	Last Reported	Movement
								Budget	Forecast			
Pay and Display Meters & Cashless Parking	(351,834)	(324,945)	(212,757)	(312,739)	(324,945)	(296,328)	28,617	-4%	5%	The budget is set at the 2019/20 Outturn. Actual costs are less compared to both 2019/20 and 2021/22 outturns	(303,941)	7,613
Hammersmith Hospital Car Park Licence	(337,229)	(346,995)	(353,547)	(362,467)	(381,413)	(381,414)	(2)	-5%	-5%	2022/23: £Q1 - Q3 (signed agreement) @ £94,643.89 plus forecasted Q4 @ £97,482.67	(381,413)	(2)
Other income from activities for generating funds	(371,078)	(322,073)	(331,286)	(394,099)	(346,668)	(363,449)	(16,781)	12%	8%	KAA Income (£339,786.21); Pony Centre Income (£10,125); UKPN rent (£3446); Filming income (£8,000); and investment income (£2,092)	(352,227)	(11,222)
Total Income and endowments	(1,060,141)	(994,013)	(897,590)	(1,069,304)	(1,053,026)	(1,041,191)	11,834	2%	3%		(1,037,581)	(3,610)
Grounds Maintenance	719,895	738,368	769,767	739,981	430,764	435,153	4,389	-42%	-41%	Grounds Maintenance cost (£315,731), Non Routine maintenance (70,000) and Depot Wall rebuild (£30,000) plus apportioned governance costs: £19,421.98	431,151	4,002
Contribution to Linford Christie Stadium	32,356	84,205	63,174	170,253	65,278	65,943	665	-62%	-61%	Fixed annual cost of £63,000 plus £2,943.21 governance costs.	65,337	606
Other Expenditure	80,945	24,235	15,209	66,679	228,575	277,484	48,909	243%	316%	£22,541 London Development Trust consultation, £100,000 Kensington Dragon Football Club (KDFC) grant funding, £74,000 traffic management system, £10,500 Footpath surfacing, £10,000 Heavy Goods feasibility study, £48,058 other costs plus £12,383.81 governance costs	223,543	53,941
Trust Manager - Strategic Governance Review implementation	0	0	0	0	77,712	48,000	(29,712)	100%	100%	Costs associated with Wormwood Trust Charitable Trust Manager	62,854	(14,854)
Total Expenditure	833,196	846,808	848,151	976,912	802,329	826,580	24,251	-18%	-15%		782,885	43,695
Net (income)/expenditure	(226,944)	(147,206)	(49,439)	(92,392)	(250,697)	(214,611)	36,085	-171%	-132%		(254,696)	40,084

Income Forecast 2022/23

The 2022/23 income forecast is £1,041,191. This is 11,834 less than budgeted and £3,610 better than the last reported forecast (£1,037,581). Forecasted pay and display (P&D) and other income are £28,617 less and £16,781 more than budget, respectively.

The table below shows the 2022/23 monthly decrease in P&D income compared to the previous financial year (2021/22).

Difference									
Wormwood Scrubs: Monthly Collections by Meter									
P&D Income - 2022/23 compared to 2021/22									
LBHF Machine Number	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Total	
Parkeon Machines (404, 405, 406) Card	3,532.65	5,316.85	3,336.85	8,842.35	6,277.70	5,615.50	-823.35	32,098.55	
RingGo Location - 17739 Off Street	-11,889.10	-10,893.25	-13,760.00	-14,654.45	-6,605.35	-8,462.25	687.65	-65,576.75	
Totals (Wormwood Scrubs)	-8,356.45	-5,576.40	-10,423.15	-5,812.10	-327.65	-2,846.75	-135.70	-33,478.20	
Income	-6,963.71	-4,647.00	-8,685.96	-4,843.42	-273.04	-2,372.29	-113.08	-27,898.50	
VAT	-1,392.74	-929.40	-1,737.20	-968.68	-54.61	-474.46	-22.62	-5,579.71	
	-25%	-17%	-27%	-18%	-1%	-8%	0%	-14%	

April to October 2022 P&D income is £27,898.50 net of VAT (£33,478.20 gross) less than the equivalent April to October 2021 period. The previous P&D forecast was £21,004 below budget (at £303,941) as the current trend (at the Scrubs and Council car parks) shows a general decline in parking income. The current forecast of £296,328 is now £28,617 less than budget. This forecast includes the assumption of increased income from weekend parking.

The Hammersmith Car Park Licence forecast (£381,414) is based on the current agreed quarterly rate plus a 1.3% uplift is forecasted for Quarter 4 (January to March 2023).

The Other income forecast (363,449) is £28,617 better than budget. This income category includes: £339,786 annual rental income payable by KAA for the temporary site (which is £15,781 better than budget due to the increase in the KAA licence fee with effect from 1st July 2022); £8,000 Filming income from ad hoc filming assignments (with a £2000 forecast increase); £10,125 Pony Centre income; £3446 annual rental income payable by UKPN for occupation of the Scrubs land for the electric vehicle charging points (the agreement continues for the next four years); and £2,092 estimated investment income from the bank balance and lodge.

Expenditure Forecast 2022/2023

The 2022/23 expenditure forecast of £826,580 (£791,830 direct costs + £34,750 governance costs) is £24,251 more than the budget (£802,329). This is subject to new approved items that may be agreed over the remainder of the 2022/23 financial year.

The £774,329 direct costs budget is the total of contractual and routine maintenance (£415,731), the annual contribution to Linford Christie Stadium (£63,000), non-routine maintenance costs (£196,540), other costs (£24,058) and Trust Manager costs (£75,000).

This forecasted £24,251 net cost overspend is driven by the £6,750 Governance costs (legal) increase (from £28,000 to £34,750) plus the £17,501 net cost increase (Trust manager underspend of £29,712 and a projected £47,213 increase in other costs, including feasibility/ research related costs).

The £791,830 direct costs forecast is, therefore, contractual and routine maintenance (£415,731), the total of the contribution to Linford Christie Stadium (£63,000), non-routine maintenance (£207,041), other expenditure (£58,058), and Trust Manager costs (£48,000).

The governance costs (£34,750) comprise the estimated costs for Audit, Legal and Finance support to the Trust. Apportioned by value, the governance cost allocations are forecasted as follows:

Forecast at Q3 2022/23 (at December 2022)	Direct	Governance costs	Total
	£	£	£
Grounds Maintenance	415,731	19,422	435,153
Contribution to Linford Chrstie Stadium	63,000	2,943	65,943
Non Routine Maintenance	207,041	9,672	216,713
Other exepnditure	58,058	2,712	60,770
Trust Manager	48,000	-	48,000
Total	791,830	34,750	826,580

C

Committee to Note.

16. Law Enforcement Team Update

Wormwood Scrubs updates



Date	30 November 2022
Classification	Information
Title of report	Service update
Report of	Law Enforcement Team
Decision /Decision maker	No
Report author(s)	Neil Morrison

Law Enforcement Team Officers for your area –

**AHMAD RAFIQUE, SENIOR LAW ENFORCEMENT OFFICER NEIL MORRISON,
SENIOR LAW ENFORCEMENT OFFICER 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:

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

DETAILS OF OUR WORK IN AND AROUND WWS SINCE 26TH AUGUST 2022

26 th August 2022 to 30 th November 2022		
Issue	No.	Comments
Abandoned Vehicle	3	2 x moped on WWS and 1 x car in the WWS car park
ASB	17	Large group by gym area, was post funeral. Officers engaged and then re inspected at 11pm after the group said they would leave; area was spotless and no issues. Call of fireworks being let off on the green, patrol conducted but no one found. Withing these stats 14 weapon sweeps were conducted
Dog Fouling	1	Reported for clearance
Dog Issue	1	2 persons with 9 dogs – left the scrubs before engagement could be made
Engagements	37	10 complaints about dog walkers with more than 4 – LET explained awaiting PSPO 1 was youths with moped at Gym, we told them can't park here – they duly moved them in to car park
Fly Tip	1	Reported for clearance – no evidence
Hi Vis Patrol	67	4 x cars been observed parked on the green – owners engaged and asked to leave as access is restricted
Highways	1	Lime bike obstruction - reported
Illegal Encampment	8	1 x possible traveller sighting, 1 x confirmed traveller in hospital car park
Locking Duties	70	Yellow gate on scrubs lane and checking height barrier Artillery Lane
Rough Sleepers	7	2 x Males, 1 referral made, 1 moved out

Law Enforcement Team – Borough wide stats by Visits and Time

Wormwood Scrubs is 6th in the list for highest number of patrols – below only 3 main high streets, 1 large housing block and 1 main ASB hot spot

Wormwood Scrubs is 2nd in the list for hours on patrol, only behind 1 main high street.

Hi-Visibility patrols:

From 26th August 2022 to 30th November 2022, Officers have reported 213 various interactions.

LET Officers have engaged with residents, visitors, dog walkers, hospital workers, event organisers, public gym users, stakeholders, and facility users.

Public reassurance and safeguarding work:

- Undertaking daily patrols ensuring no unauthorised campers occupying WWS
- 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.
- On-going engagements with dog owners and professional walkers

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

Professional Dog Walkers

- As shared with Stephen Waley-Cohen the Dogs PSPO consultation is live.
- Any views on the proposal or suggestions of change need to be made through the online consultation portal on the link below. The consultation is live until 15th January 2023.
- [Responsible Dog Ownership - Public Space Protection Order | H&F Have Your Say \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/responsible-dog-ownership-public-space-protection-order)

Illegal Encampment

- 6th October it was reported travellers were attempting to open a gate on BRAYBROOK STREET to gain access to the Scrubs, LET officers were dispatched and on site within 1 hour, the area was monitored for a further 2 hours and gates all checked, there was no sign of travellers or damage.
- 14th October it was reported travellers were in the hospital car park, LET officers were dispatched and on site within 45 minutes. 1 van and caravan were found parked up, officers informed of the need to vacate the car park and there was no permission to park anywhere on H&F council land. Officers remained on site with the CCTV van for 3 hours before departure, the local area was checked in case they had re parked but could not be located.
- 2 x incidents with rough sleepers. One male was referred through to outreach charity who assisted, one male was told to leave the park, stated he was from local temporary accommodation but didn't like it – was told not to return or be served with a community protection notice.

Engagement with Residents/ WWS users:

- Officers attend the Halloween Street party on Braybrook Street. They spoke to several residents about how the road was currently and reassured we patrol the street.
- Many engagements with dog walkers using the scrubs safely and securely, feedback still on walkers with excess of 4 and not properly watching the animals in their care

Safeguarding the Council Assets:

- Vehicles being parked on the grass.
- Reporting of any damage to the infrastructure at WWS

- 3 x abandoned vehicles removed from the grounds
- 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
- Parks told us on 22/4/22 that all the bollards had be taken from Scrubs Lane car park. This area was checked to ensure no unauthorised access.

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 or the team seniors at Ahmad.Rafique@lbhf.gov.uk / Neil.Morrison@lbhf.gov.uk.

To contact the LET, via telephone please call 020 8753 1100 (option 3 then option 1) and via 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

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

2022/23 Financial Forecast

WORMWOOD SCRUBS CHARITABLE TRUST

STATEMENT OF ACCOUNTS 2022/23 - Unaudited

Wormwood Scrubs Charitable Trust

Statement of Financial Activities for Year ended 31 March 2023

Income and Expenditure	2022/23 Forecast	2021/22 Actual	Notes
	£	£	
Income and endowments from:			
Donations and legacies			
Income from Charitable activities:			
Pay and Display Parking Meters	(296,328)	(312,739)	Parking income is recovering and is almost at pre-COVID-19 levels
Hammersmith Hospital Car Park Licence	(381,414)	(362,467)	Contracted lease payments are expected to increase by inflation
Other trading activities	(361,357)	(392,455)	Includes income from the KAA, UKPN charging points, Pony Centre and filming income.
Income from Investments	(2,092)	(1,644)	Interest on cash balances and rental income from the park lodge.
Income from donations and grants	0	(100,817)	HS2 Ltd
Total Income and endowments	(1,041,191)	(1,170,121)	
Expenditure on:			
Raising funds	0	0	
Charitable activities:			
Contribution to Linford Christie Stadium	65,985	170,210	Contribution to Linford Christie Stadium, asbestos removal plus proportion of governance costs.
Non Routine Maintenance of Wormwood Scrubs	216,328	66,709	Expenditure on non-routine grounds maintenance plus proportion of governance costs.
Routine Grounds Maintenance of Wormwood Scrubs	435,431	739,794	Grounds Maintenance contracted spend plus proportion of governance costs.
Direct Staff	48,000	0	Project manager costs plus a proportion of governance costs
Charitable expenditure	0	100,817	HS2 Ltd
Other expenditure	50,335	0	
Total Expenditure	816,080	1,077,529	
Net gains/(losses) on investments			
Net (income)/expenditure	(225,111)	(92,592)	
Reconciliation of Funds			
Total funds brought forward	(6,030,969)	(5,938,377)	
Total funds carried forward	(6,256,082)	(6,030,969)	

All income is unrestricted.

Annexe 2

Wormwood Scrubs Charitable Trust Transactions (1st April 2022 to 7th December 2022)		
		(313,990.82)
Activity	Comments	Amount £
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	4,033.50
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	4,033.50
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	4,033.50
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	4,033.50
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	492.96
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	492.96
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	492.96
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs	452.02
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs HEDGELAYING COURSE DELIVERY	400.00
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs LGRP FRAMEWORK	4,356.18
Direct Costs staff related	Wormwood Scrubs Manager Direct Costs LGRP FRAMEWORK	(0.18)
Routine Grounds Maintenance of Wormwood Scrubs	NEW GM CONTRACT APR- JUN 2022	71,182.75
Routine Grounds Maintenance of Wormwood Scrubs	NEW GM CONTRACT JUL- SEP 2022	71,182.75
Routine Grounds Maintenance of Wormwood Scrubs	NEW GM CONTRACT OCT-DEC'22 AT WORMWOOD	71,182.75
Routine Grounds Maintenance of Wormwood Scrubs	HEDGE LAYING MATERIALS - WHIPS AND STAKES. THESE M	1,075.00
Non Routine Maintenance of Wormwood Scrubs	1000 BULBS FOR SCRUBS- WSCT	(552.00)
Non Routine Maintenance of Wormwood Scrubs	PRS/22032 REPAIR DAMAGED CAR PARK	2,545.00
Non Routine Maintenance of Wormwood Scrubs	1000X FLYERS & LEAFLETS A6 SIZE FOR	450.00
Non Routine Maintenance of Wormwood Scrubs	JUNE ADHOC ORD SCRUBS TREES 67002	2,400.00
Non Routine Maintenance of Wormwood Scrubs	PRS/22209- REPLACEMENT BOLLARDS AT	2,500.00
Non Routine Maintenance of Wormwood Scrubs	PRS/21908- REPLACEMENT RAILINGS TO	1,940.00
Non Routine Maintenance of Wormwood Scrubs	PRS/222010- REPLACEMENT AND REPAIR	765.00
Non Routine Maintenance of Wormwood Scrubs	PRS/22208, PRS/22206- REMOVE RUSTED	360.00
Non Routine Maintenance of Wormwood Scrubs	PRS/22208- PAINT RUSTED EMERGENCY GATE	535.00
Non Routine Maintenance of Wormwood Scrubs	WORMWOOD SCRUBS ADHOC TREE W ORD 67003	350.00
Non Routine Maintenance of Wormwood Scrubs	WORMWOOD SCRUBS ACCESS PROJECT - SUPPLY OF VISUALS, GA	4,300.00
Non Routine Maintenance of Wormwood Scrubs	MHDT London Development Trust - Consultation	22,541.00
Direct Costs staff related	Delivery of IT equipment	97.08
Governance Costs - Legal	LEGAL FEES	21.60
Governance Costs - Legal	LEGAL FEES	3,068.00
Governance Costs - Legal	LEGAL FEES	733.20
Governance Costs - Legal	LEGAL FEES	21.60
Governance Costs - Legal	LEGAL FEES	834.80
Governance Costs - Legal	LEGAL FEES	230.00
Governance Costs - Legal	LEGAL FEES	21.60
Governance Costs - Legal	LEGAL FEES	280.00
Governance Costs - Legal	LEGAL FEES	60.00
Governance Costs - Legal	LEGAL FEES	280.00
Governance Costs - Legal	LEGAL FEES	60.00
Other trading activities	LEGAL FEES Recovered	(1,400.00)
Governance Costs - Audit	2021/22 AUDIT FEE ACCRUAL	(9,750.00)
Governance Costs - Audit	2021/22 AUDIT FEE ACCRUAL	(200.00)
Governance Costs - Audit	2021/22 AUDIT FEE	5,500.00
Other trading activities	WORMWOOD SCRUBS PARKING INC APRIL 2022 VAT	(20,861.96)

Other trading activities	WORMWOOD SCRUBS PARKING INC MAY 2022 VAT	(23,408.75)
Other trading activities	WORMWOOD SCRUBS PARKING INC JUNE 2022 VAT	(23,285.42)
Other trading activities	WORMWOOD SCRUBS PARKING INC JULY 2022 VAT	(22,573.54)
Other trading activities	WORMWOOD SCRUBS PARKING INC AUG 2022 VAT	(24,128.21)
Other trading activities	WORMWOOD SCRUBS PARKING INC SEPT 2022 VAT	(25,692.17)
Other trading activities	WORMWOOD SCRUBS PARKING INC OCT 2022 VAT	(30,004.21)
Other trading activities	EID EVENT	(758.34)
Other trading activities	FILMING	(722.46)
Other trading activities	FILMING	(722.46)
Other trading activities	FILMING	(1,444.92)
Other trading activities	FILMING	(749.91)
Other trading activities	FILMING	(992.70)
Other trading activities	FILMING	(937.50)
Other trading activities	FILMING	(115.63)
Other trading activities	FILMING	(312.50)
Other trading activities	FILMING	(312.50)
Other trading activities	CHARING CROSS HOSPITAL CAR PARK PERIOD: 25/03/22 TO 23/06/22	(94,643.89)
Other trading activities	CHARING CROSS HOSPITAL CAR PARK PERIOD: 24/06/22 TO 28/09/22	(94,643.89)
Other trading activities	CHARING CROSS HOSPITAL CAR PARK PERIOD: 29/09/22 TO 24/12/22	(94,643.89)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - APRIL 2022	(27,547.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - MAY 2022	(27,547.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - JUNE 2022	(27,547.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - 01 TO 12 JULY 2022	(10,867.86)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - 13 TO 31 JULY 2022	(17,525.35)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - AUGUST 2022	(28,594.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - SEPTEMBER 2022	(28,594.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - OCTOBER 2022	(28,594.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - NOVEMBER 2022	(28,594.00)
Other trading activities	KENSINGTON ALDRIDGE ACADEMY - DECEMBER 2022	(28,594.00)
Income from Investments	RENTAL INCOME (LODGE) APRIL 2022 TO JUNE 2022	(273.00)
Income from Investments	RENTAL INCOME (LODGE) JULY 2022 TO SEPT 2022	(273.00)
Income from Investments	RENTAL INCOME (LODGE) OCTOBER 2022 TO DECEMBER 2022	(273.00)
Other trading activities	RENTAL INCOME (PONY CENTRE) APRIL 2022 TO JUNE 2022	(2,531.25)
Other trading activities	RENTAL INCOME (PONY CENTRE) JULY 2022 TO SEPT 2022	(2,531.25)
Other trading activities	RENTAL INCOME (PONY CENTRE) PERIOD: 29/09/22 TO 24/12/22	(2,926.11)
Other trading activities	UPKN RENT 2022/23 @ £3446 P.A.	(3,446.00)
Main activities		(451,776.64)
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	2,993.03
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	3,866.00
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	3,866.00
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	3,866.00
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	336.37
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	467.75
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	467.75
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	428.90
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	511.80
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	661.08
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	661.08
Direct Costs staff related Development	Wormwood Scrubs Development Manager direct costs	661.08
Governance Costs	HS2 RECHARGES - Planned R&M - Grounds Planting and Trees	6,560.00
Governance Costs	HS2 RECHARGES - Valuation - Lambert Smith Hampton Group Ltd	10,505.00
Governance Costs	HS2 RECHARGES - Valuation - Lambert Smith Hampton Group Ltd	660.00
Governance Costs	Reactive R&M - Grounds - Planting and Trees	390.00

Governance Costs	HS2 RECHARGES - Fees - Groundwork London	6,244.25
Direct Costs staff related Development	MOBILE RECHARGES	4.86
Direct Costs staff related Development	MOBILE RECHARGES	4.48
Governance Costs	HS2 RECHARGES - Legal costs	(304.00)
Governance Costs	HS2 RECHARGES - Legal costs	626.40
Governance Costs	HS2 RECHARGES - Legal costs	280.80
Governance Costs	HS2 RECHARGES - Legal costs	7.20
Governance Costs	HS2 RECHARGES - Legal costs	12.00
Governance Costs	HS2 RECHARGES - Legal costs	676.80
Governance Costs	HS2 RECHARGES - Legal costs	648.00
Governance Costs	HS2 RECHARGES - Legal costs	64.80
Governance Costs	HS2 RECHARGES - Legal costs	288.00
Governance Costs	HS2 RECHARGES - Legal costs	86.40
Governance Costs	HS2 RECHARGES - Legal costs	2.54
Governance Costs	HS2 RECHARGES - Legal costs	460.80
Governance Costs	HS2 RECHARGES - Legal costs	187.20
Governance Costs	HS2 RECHARGES - Legal costs	(2,160.00)
Governance Costs	NEIL CAMERON	2,250.00
Governance Costs	BEVAN BRITTAN LLP	1,344.00
Governance Costs	LAMBERT SMITH HAMPTON GROUP LTD	14,999.00
Governance Costs	NEIL CAMERON QC	6,975.00
Governance Costs	HS2 Claim accrual	2,354.24
Governance Costs	HS2 Claim accrual	4,086.60
Governance Costs	HS2 Claim accrual	643.71
Governance Costs	HS2 Claim accrual	1,666.21
Governance Costs	HS2 Claim accrual	2,251.22
Governance Costs	HS2 Claim accrual	11,567.84
Governance Costs	HS2 Claim accrual	5,569.23
Governance Costs	HS2 Claim accrual	350.68
Governance Costs	HS2 Claim accrual	2,217.00
Governance Costs	HS2 Claim accrual	1,488.00
Governance Costs	HS2 Claim accrual	6,762.58
Governance Costs	HS2 Claim accrual	18,498.21
Governance Costs	HS2 Claim accrual	1,047.80
Governance Costs	HS2 Claim accrual	9,409.75
Governance Costs	HS2 Claim accrual	272.38
HS2 Ltd		137,785.82
Overall Result		(313,990.82)

Appendix 1

- [Wormwood Scrubs Green Flag Maintenance and Management Plan - Updated.docx \(sharepoint.com\)](#)

Appendix 2

- [Future of the Linford Christie Stadium Proposal](#)

Appendix 3

- Alternative Ecological Mitigation Masterplan



Parks and Open Spaces Management and Maintenance Plan 2023

Wormwood Scrubs



Revision	Date	Author(s)	Approved for LBHF by:
V1	12/07/22	S.Czeladzinski	S. Hollingworth
V2	25/10/22	V.Abel & S.Czeladzinski	S. Hollingworth
V3	11/11/22	V.Abel, S.Czeladzinski & O. El-Amin	S. Hollingworth

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1. STRATEGIC CONTEXT

1.1 The Borough

Hammersmith & Fulham (H&F) is one of the 13 inner London boroughs situated in the central western part of London on the transport routes between the City and Heathrow airport.

It is a long, narrow borough running north to south with a river border at its south and south-west side. It is bordered by six London boroughs: Brent to the north; Kensington and Chelsea to the east; Wandsworth and Richmond-Upon-Thames to the south; and Ealing and Hounslow to the west.

Excluding the City of London, it is the third smallest of the London boroughs in terms of area, covering 1,640 hectares with a population 182,493 and an estimated 84,214 household spaces (2011 Census).



Figure 1 – H&F in its London context

The borough includes three town centres; Shepherds Bush, Hammersmith, and Fulham. Once a year the area hosts the world-famous Oxford and Cambridge Boat Race as well as the RideLondon festival of cycling, WestRun London 10K, World Polo, and the Putney and Fulham Riverside Half Marathon.

H&F is home to three professional football clubs: Chelsea FC, Fulham FC and Queens Park Rangers FC. Two private sports facilities, The Queens Club and Hurlingham Club, are also located in the borough.

There are several large shopping and entertainment venues in the borough. These include Westfield shopping centre, the Eventim (Hammersmith) Apollo, Shepherd's Bush Empire, Bush Theatre and Lyric Hammersmith. There is a major exhibition and conference facility located at Olympia London, the site of the former BBC studios at White City.

The Borough suffers with heavy traffic congestion and influenced by the London congestion charging zone, which reaches and encroaches upon, the Borough's boundaries, and the new ULEZ boundary extended to create a single larger zone bounded by the North and South Circular Roads.

In the borough, we have four key regeneration areas and the Old Oak and Park Royal Development Corporation Area part of which covers the north of the borough:

- ❖ [Old Oak and Park Royal Development Corporation area](#)
- ❖ [White City regeneration area](#)
- ❖ [Hammersmith town centre regeneration area](#)
- ❖ [Fulham regeneration area \(including Earls Court and West Kensington opportunity area\)](#)
- ❖ [South Fulham Riverside regeneration area.](#)



1.2 The H&F Vision

The key objectives for all Hammersmith & Fulham parks and open spaces have been developed with the council's wider strategic objectives in mind.

The council's vision '*to be the best council*' identifies six values which reflect what residents tell us matter most to them. These values form the primary areas of focus for the council's activities and services:



Figure 2 - H&F values

1.3 Resident-led Commissions

H&F want to put residents at the heart of decision making and have launched 17 [resident-led commissions](#) to help develop policies for the borough. Over the past four years, more than 100 local residents have helped shape the work of the council.

The Commissions listed below most directly influence or have an overlap with the delivery of the Parks Service:

- ❖ [Air Quality Commission](#) (2016)
- ❖ [Biodiversity Commission](#) (2017)
- ❖ [Parks Commission](#) (2021)
- ❖ [Climate Change and Ecological Emergency Commission](#) (2021)

2. PARKS AND OPEN SPACES MANAGEMENT IN H&F

2.1 Parks Specific Strategies and Plans

The following strategies and plans influence the Parks Service:

- ❖ [Local Plan](#)
- ❖ Parks and Open Spaces Strategy 2021-2026
- ❖ [Hammersmith & Fulham 3rd Sector Strategy](#)
- ❖ [Community Sport and Physical Activity Strategy 2017-2021](#)
- ❖ [Hammersmith & Fulham Joint Health and Wellbeing Strategy 2016-2021](#)
- ❖ [Playing Pitch Strategy \(emerging\)](#)

Additionally, we have developed policies to cover a range of topics:

- ❖ [Tree Strategy \(draft 2022\)](#)
- ❖ [Integrated Weed Management Policy \(2020\)](#)
- ❖ [Professional Dog Walkers Licence Policy \(2020\)](#)

2.2 The Portfolio

The borough has 7.25 kilometres of riverside frontage and 618 hectares of open space. Parks and open spaces are fundamental to residents' quality of life. People who live, work and play in Hammersmith & 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.

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 Hammersmith & Fulham's vision.

The H&F parks and open spaces portfolio includes:

- ❖ Parks (of varying sizes from pocket parks to Wormwood Scrubs);
- ❖ Playing Fields and Sports Pitches;
- ❖ Allotments;
- ❖ Nature Conservation Sites;
- ❖ Cemeteries and Churchyards;
- ❖ Ecological Corridors (River Thames, Grand Union Canal, and Railway corridors);
- ❖ Play areas.

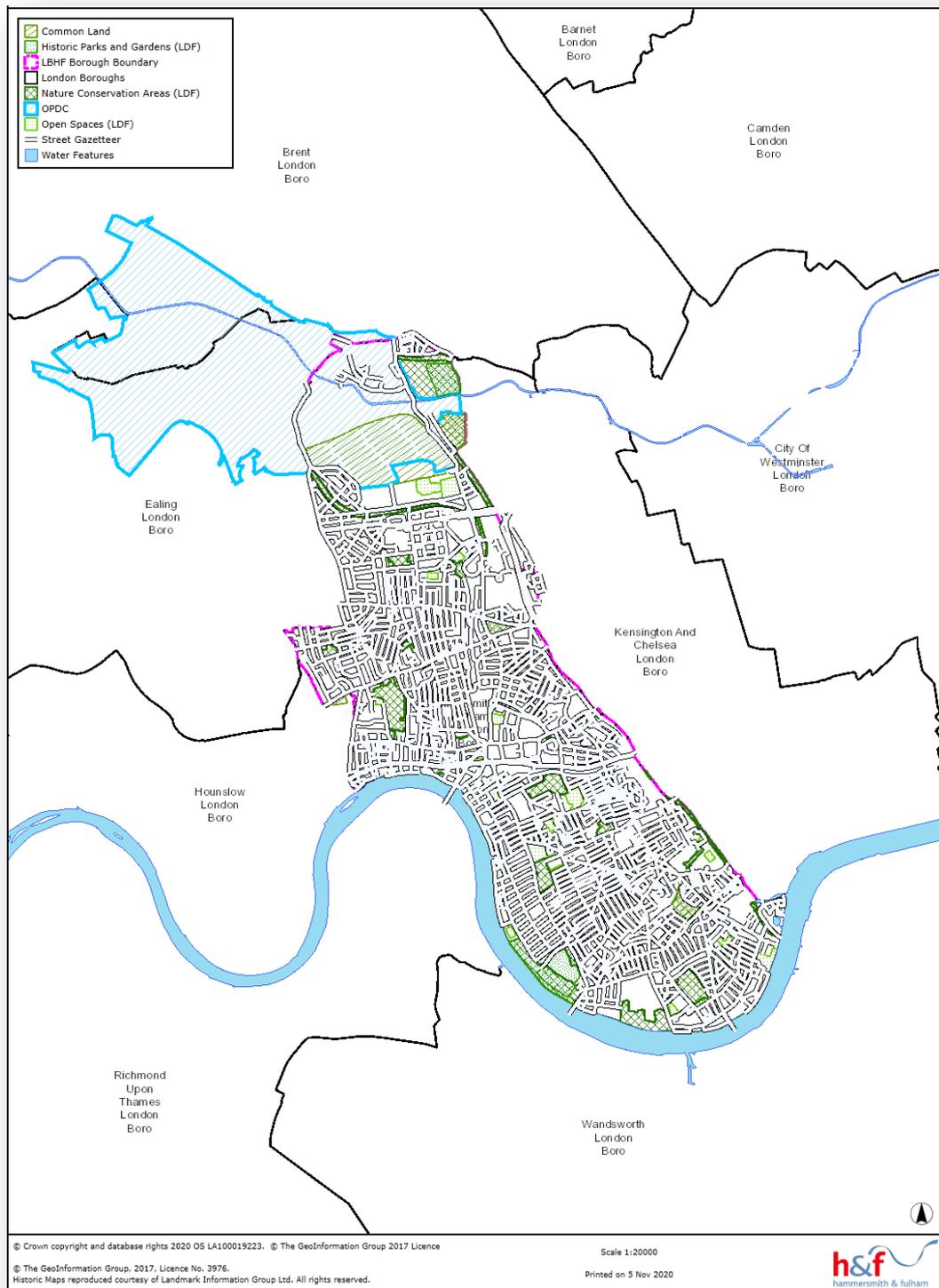


Figure 3 - H&F parks and open spaces

2.3 The Parks Team

This site is overseen by the Wormwood Scrubs Charitable Trust (WSCT), a charity with a trustee board comprised of x3 voting members, each of whom are local

councillors, along with x2 non-voting co-opted members of the local community. The park is managed by the Council's Parks Team which forms part of the Environment Department.

Key responsibilities of the Parks Team's successful management of the site entails:

- ❖ Monitoring of the ground's maintenance with idVerde and tree contractor Red Squirrel Tree Services and ensuring horticultural and arboricultural standards are maintained.
- ❖ Working with the WSCT and the local community to ensure the park's provisions are fit for purpose.
- ❖ Working with other teams across the council to facilitate events in the park.

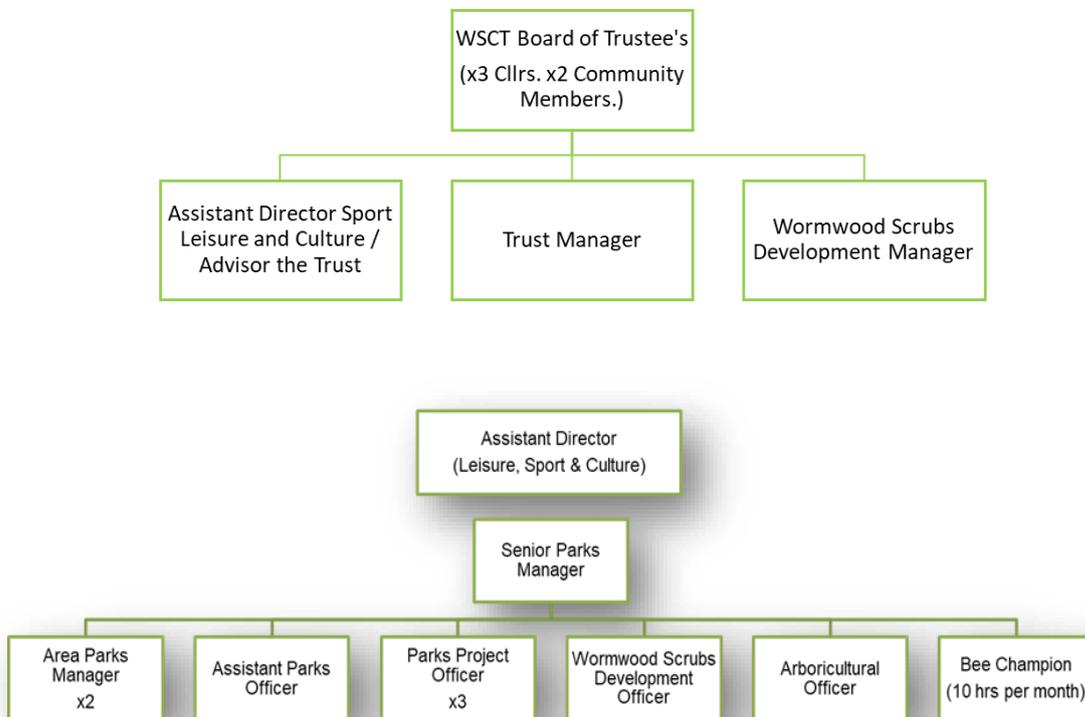


Figure 4 - Parks Team Management Structure

The portfolio is split into north and south areas, each managed by an Area Parks Manager. There is support from the assistant parks officer

2.4 Other Teams and Departments

Where relevant, the Parks Team consult and liaise with a range of other teams and departments:

- ❖ Sports Development Team and Sports Booking Service
- ❖ Events Team

- ❖ Climate Change Team
- ❖ Estate Services Team
- ❖ Economy Department
- ❖ Highways Department
- ❖ Property Services
- ❖ Education Department
- ❖ Public Health
- ❖ Communications & Consultation Teams
- ❖ Law Enforcement Team
- ❖ Parking Enforcement Team
- ❖ Planning / Heritage & Conservation Teams

Non council liaison:

- ❖ idVerde
- ❖ Kensington Aldridge Academy
- ❖ Wormwood Scrubs Pony Centre
- ❖ Hammersmith Hospital
- ❖ HMP Wormwood Scrubs
- ❖ Peabody
- ❖ OPDC
- ❖ Metropolitan Police Service
- ❖ H.M.P. Wormwood Scrubs
- ❖ Ark- Burlington Danes Academy
- ❖ Kensington Dragons FC
- ❖ Thames Valley Harriers Athletic Club
- ❖ Old Oak Community and Children's Centre

3. SITE INFORMATION



3.1 At A Glance

Name	Wormwood Scrubs (including North Pole Open Space, Woodman's Mews Play Area, and Linford Christie Stadium)
Map References	The site is within 10 TQ areas. The main ones are TQ2181NE, TQ2281NW, TQ2281NE
Location	The site is located in the north of the London Borough of Hammersmith & Fulham in west London
Size	76.8 Hectares

Ownership and Management	Owned by Hammersmith & Fulham Council. Managed by the Wormwood Scrubs Charitable Trust.
Significant Features	<ul style="list-style-type: none">- Extensive meadows- Extensive Scrubland and meadow mosaic- Wooded areas and copses.- Sports pitches- Model Aircraft Flying Zone- Multi use games area- Car Parks- Linford Christie Stadium- Wormwood Scrubs Pony Centre- Kensington Aldridge Academy (temporary site)- Braybrook Street Community Centre (Peabody)- under 8's play area section- over 8's play area section- BMX track- Community Garden- Dog exercise area

Infrastructure

- Access Roads
- Footpaths
- Shared footpath and cycle paths
- London Cycle Network Route 4 & Route 24 and Quiet Way 2 (West)- East Acton to Kensington Quietway
- Gates
- Fencing
- 2 Play areas and play equipment
- 3 outdoors gymnasia
- Bins
- Benches
- Lighting columns
- London Power Networks Substation
- North Pole Open Space electricity substation
- Signs and information boards.
- Pony Centre Paddocks
- BMX track
- HS2 Site area
- Electrical Vehicle charging points

Built Facilities

- Linford Christie Stadium



- Thames Valley Harriers building



- Hospital staff and visitor car parking
- Community meeting room at Linford Christie Stadium



- idVerde Maintenance Depot and Green Waste processing area
- Kensington Aldridge Academy
- Braybrook Street Community Centre (Peabody)

	<ul style="list-style-type: none"> - Under 8's play area section - Over 8's play area section - Ball courts
Children's Facilities	<ul style="list-style-type: none"> - For younger children and families there is a dedicated play area, which is gated for under 8's. - There is also an over 8's play area section. - Ball court - Two Forest School Areas of woodland - Kensington Aldridge Academy - BMX track
Ecological Features	<ul style="list-style-type: none"> - Meadows. - Scrubland - Mosaic Meadow/ Scrubland - Woodland Glade in Martin Bell's Wood - Copses and woodland area - Seasonally wet woodland - Wildlife hedging. - The canopy is well established with most trees at 45 years, a few at 100 years old. There are also bird, bat and insect boxes, together with dead wood log and brash piles.
Soil Profile	<p>The topsoils- heavy loam/ clay and imported/ made soils.</p>
Recycling Facilities	<p>All of the green waste from parks operations is recycled within the borough and re-used on the sites as mulch.</p> <ul style="list-style-type: none"> - There is resident recycling in the surrounding areas.
Parking Facilities	<p>On site parking for Linford Christie Stadium users.</p> <p>There is a pay for parking area at the end of Artillery Lane and off Scrubs Lane for public use. There is also an area of parking for Hospital staff.</p>

Main Uses	<ul style="list-style-type: none">- Sports and Recreation- Fitness- Dog walking- Commuting routes- lunch time relaxation- Model Aircraft Flying- School Groups
User Groups	<p>There is a Friends group, The Friends of Wormwood Scrubs. Wormwood Scrubs Pony Centre. Kensington Aldridge Academy. Thames Valley Harriers Athletic Clubs Fulham Irish Gaelic AA Kensington Dragons Football Club Hammersmith Hospital HS2</p> <p>The site is managed by the Wormwood Scrubs Charitable Trust.</p>
Social Aspects	<p>The majority of park users are local residents, commuters, schools and sports. Other users include the adjacent schools.</p>
Opening and Closing Hours	<p>The site is not locked. Linford Christie Stadium is open when there are bookings and locked at night.</p>

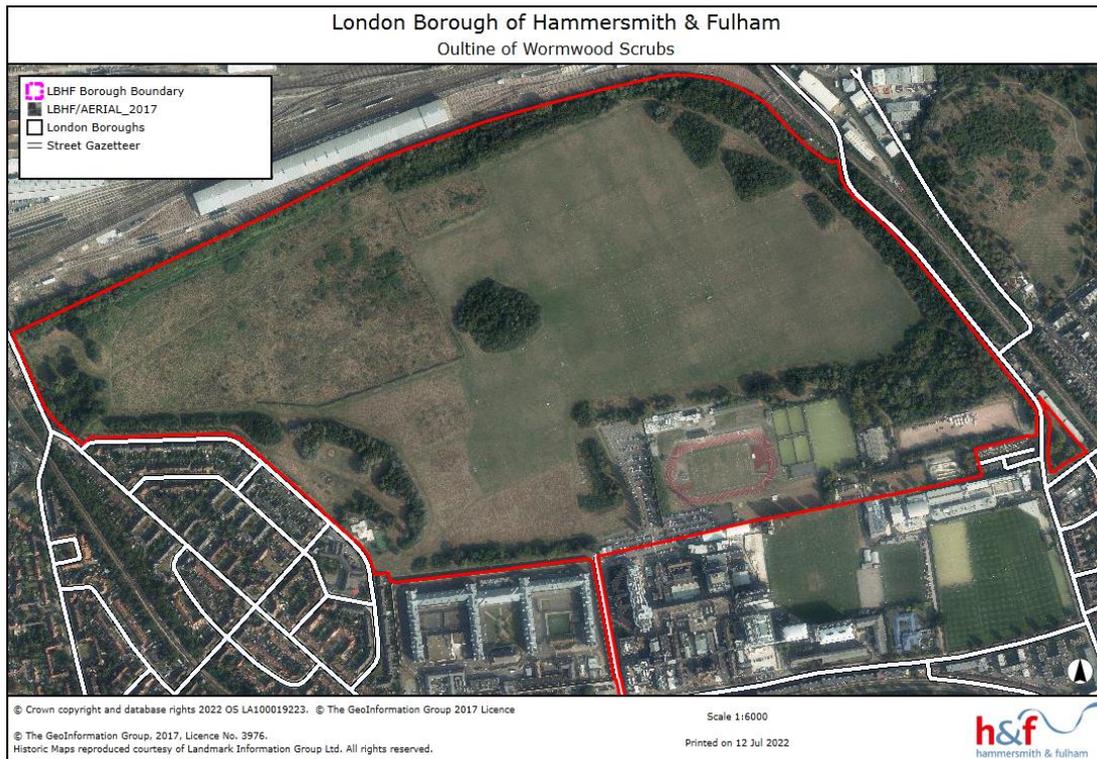


Figure 5 - Outline of the site

3.2 A Brief History of the Site

The site of Wormwood Scrubs Park has consistently been used as a public open space for grazing land, recreation and military use for several centuries. As London has developed it has provided space for large gatherings and played a part in several historic notable events. Although there has been little military use in the recent past, the Wormwood Scrubs Act remains in place to allow military use of the site in perpetuity, providing long-term protection of the site as an open space.

While the vegetation has developed and changed over the years, the generally open nature of large parts of the site provides an indication of how the historic landscape of agricultural and common land may have looked; providing the setting, and important viewing point, for several other historic buildings and landscape features in the surrounding local area.

Early history

First recorded in the 12th century as Wormholte, then Wormholtwode, and then later known as Wormewood; the origins of the name are in wyrm and holt, likely describing a wood infested with snakes.

The Anglo-saxon name of Acton ('Oak Town') and Old Oak Common, which was previously located to the north-west of the Scrubs, suggests that much of the area was still heavily wooded during the Middle Ages. The wider area surrounding the scrubs was historically part of the agricultural fringes and backwaters to London, including a mixture of common land, farmsteads and hamlets. Felling of trees and generally poor soil on the area now known as Wormwood Scrubs resulted in scrubland or 'waste' that was only suitable for grazing. The area would have provided important grazing land for manorial tenants throughout Saxon times and the Middle Ages.

Prior to the development of the railways, the Scrubs, Old Oak Common to the northwest and Little Wormwood Scrubs to the east was an extensive continuous open tract of land. The Stamford Brook (one of London's 'lost rivers') divided Wormwood Scrubs and Old Oak Common and marked the boundary between Acton and Hammersmith prior to being covered over and incorporated into the sewer network. In 1590, Old Oak Common, then referred to as Old Holt Wood, was reported to comprise around 200 acres of oak and 'thorn'.

1600s & 1700s

Most woodland in the area was cleared by the 17th century, although several oaks and elms survived in hedgerows and along lanes into the 20th century.

In the 1750s, mineral bearing springs were discovered at Acton Wells and the local area was promoted as a spa resort within easy reach of London. Acton Wells was located to the northwest of the Scrubs, within what was Old Oak Common (now Wells House Road). The Wells flourished for a short time but did not establish successfully as a spa resort.

1800s

The first half of the 19th century saw the site divided by transport infrastructure. The construction of the Paddington Branch of the Grand Junction Canal (now the Grand Union Canal) in 1801 separated the site as it is today with the land to the north. The development of the Great Western Railway in 1838 resulted in the loss of a section to the north of the Scrubs. Parishioners who had previously had commoners pasture rights were compensated for land taken for both the Canal and the Railway. The development of the West London Line (completed 1844) to the east further subdivided the site, with the land to the east of the railway now known as Little Wormwood Scrubs.

The transformation of the region through the introduction of transport infrastructure encouraged the growth of industrial development in the area surrounding Wormwood Scrubs, most notably the Park Royal area to the northeast. Several industrial facilities, such as gas works set up by the Western Gas Company in 1845 adjacent to the canal, were established to serve the wider population of London. The Kensal Green gas holders are visible from the scrubs in the current day and provide an important link to this period of development.

In 1862 large areas of the adjacent Old Oak Common (the extensive tract of land that extended from the north-west section of the Scrubs) were fenced. A small area of the Common remained and became incorporated as part of the north-western corner of the Scrubs.

The latter part of the century also saw the development of several open spaces in the area as places for recreation near London. To the northeast of the site, Willesden Garden or 'the People's Garden', is recorded from 1870. This site was run as a summer 'biergarten' by the German Club of Foley Street and had bowling greens, gymnastic ground, theatre and a large dancing platform. The site is indicated on several historic maps but disappeared after 1885, the site becoming part of the Great Western Railway Sidings and Sheds.

Little Wormwood Scrubs, to the east of the site, has been a public park since 1886 when it was acquired by the Metropolitan Board of Works and saw several improvements at the turn of the 20th century such as tree planting, the creation of paths and stream improvements. This was undertaken largely due to public pressure to lay the site out as a more formal park. The Council also prohibited '*the playing of all games except lawn tennis and games for children on Little Wormwood Scrubs*', this was deemed acceptable as it was considered that there was '*ample room for the rougher games on the larger Scrubs*'.

It appears the local importance of the 'larger' Scrubs for sports and recreation did develop during this time and between 1893 and 1896 Queens Park Rangers Football Club played there. Historic maps from the turn of the century also indicate a bandstand and drinking fountain within the southeast corner of the site.

In 1871 the St Quintin Park and Wormwood Scrubs railway station opened on the West London Railway Line along the south east boundary. This was subsequently burned down in the blitz in 1940 and not reopened.

Early military use & The Wormwood Scrubs Act

In 1812 the War Office leased 77 hectares of Wormwood Scrubs from the Manor of Fulham as a 'trooping ground' to exercise horses. By the mid-1870s, the War Office was receiving complaints from clergy about the use of the Scrubs:

"I have just returned from my farm adjoining the 'Scrubs' and there cannot be less than a thousand people congregated... there are...a number of people throwing sticks and cocoa-nuts and other games, and hundreds of boys and men gambling for pence, and the noise and halloing can be heard for nearly a mile off, and the filthy language used is shocking in the extreme..."

"On Sundays the Scrubs are the scene of the most fearful disorder, and have been for a very long

time, being a moral and social pest to all decent inhabitants. Races are run by men in a nearly nude state, booths get erected, cricket is played, it is the place of attraction for low people who carry on the game called 'three-a-penny', and such like. Indeed it would be almost impossible to

describe the disorder and immorality that is carried on there...."

In 1879, partly in response to the way the site was being used, the Wormwood Scrubs Act was passed by Parliament, which aimed to create a "metropolitan exercising ground" for the military and to provide the Scrubs for "the perpetual use by the inhabitants of the metropolis for exercise and recreation". The Act made provision for the continued use of the site by locals for exercise and recreation when not in military use and banned the military from building permanent structures on the site other than rifle butts (one survives today as a wall in the Linford Christie).

Under the Act the military are able to expel civilians from the scrubs whenever in use for training.²⁰ Several historic maps indicate the areas available for public use at all times along the north-east and east boundaries.

Wormwood Scrubs Prison

1874 saw the first phase of the development of Wormwood Scrubs Prison, which comprised a relatively small structure of corrugated iron, built using convict labour. Bricks were manufactured on site for the construction of a permanent building, which began in 1875, once again using convict labour, and was completed in 1891. The prison was designed by Major-General Edmund Du Cane, who was appointed by the newly established national Prison Commission to rationalise the prison system. Wormwood Scrubs Prison Gatehouse and Chapel are all now Grade II* Listed and cell blocks A, B, C and D are now Grade II listed. As the first 'telegraph pole' prison in England, the layout of the prison is of national importance and considered progressive in both design and in terms of the technology used in the cell blocks. The 'telegraph pole' plan is distinguished by parallel cell blocks arranged north to south to ensure every cell receives sunlight. Each block is arranged each side of a central longitudinal gallery rising the full height of the building.

1900s

During the 20th century the Scrubs played host to several important cultural and historic events. In 1908, the route for the Olympic Marathon crossed the Scrubs on the final stages of the race from Windsor Castle to the Olympic Stadium at White City. The site also played a notable role in early aviation history and advances in military technology. During 1904 the adjacent Wormwood Scrubs prison became part of the Borstal system for young offenders. The 20th century saw the notoriety and cultural significance of the prison grow; the iconic front entrance being used as a backdrop in numerous films and television programmes.

Continued encroachment from urban development saw the remains of the agricultural landscape to the south further diminished. Old Oak Common Lane, which adjoins a section of the western edge of the Scrubs, is shown to be un-metalled in early 20th Century photographs, which would have likely helped retain an element of the area's rural character.

In addition, in 1902 a workhouse and infirmary were built to the north of Du Cane Road, to the south of the Scrubs. The building was originally a corrugated iron structure which was replaced with what is now known as Hammersmith Hospital sometime between 1916/1918.

In 1910 the site was used as the start of the London to Manchester air race which was set up by the Daily Mail newspaper. The event is considered significant in aviation history as it was the first long distance race of its kind in England, the first take-off at night and the first powered flight into Manchester. Around this time the Daily Mail had also funded the creation of an airship hanger to the south of the site to house the Clément-Bayard No2, an early airship produced by automobile manufacturer Clément-Bayard which was bought by the War Office. The flight of the airship from France to Wormwood Scrubs in 1910 was the first crossing of the channel by airship and it is reported that around 3,000 people gathered to see it arrive.

HMP Wormwood Scrubs, viewed from the north from within the Scrubs 1911 saw the start of the development of the Old Oak Estate, which is located directly adjacent to the Scrubs on the south western boundary and is now a designated Conservation Area. The estate was one of the pioneering housing estates built by the London County Council and is recognised for being strongly influenced by the garden suburb movement, with the layout noted to be influenced by Hampstead Garden Suburb. The importance of the setting of the conservation areas is recognised within the Conservation Area Character Profile, with the mix of buildings and open spaces such as the edges of Wormwood Scrubs along the northern edge adding to the strong early 20th century suburban character.

During June 1915, experiments were undertaken on the site by the 20th squadron Royal Naval Air Service on the use of the precursor to the armoured tank. The American tractor manufacturer, Killen-Strait, transported one of their tractors to London to demonstrate its cross-country abilities to the British Government and Army. The demonstration of the 'Killen-Strait Tractor' took place at Wormwood Scrubs and was attended by several notable political and military figures including Winston Churchill and the future World War One Prime Minister David Lloyd George. While the Killen-Strait tractor did not prove powerful enough to enter production for military use, the experiments formed an important step in developing the 'Landship' tank, which was subsequently taken forward for use.

In 1939, at the outbreak the Second World War, Wormwood Scrubs prison was evacuated for use by MI5 due to issues with finding suitable premises for a rapidly expanding staff. The site itself was used primarily to house four anti-aircraft guns which were not cleared until the 1950s.

Aerial photography from 1945 shows various temporary shelters, access roads and storage across the Scrubs. This includes a double row of pre-fabricated temporary housing at the Scrubs along Braybrook Street. The imagery also suggests there may have been allotments (as part of the 'dig for victory' campaign) on both Wormwood Scrubs and Little Wormwood Scrubs at this time.

Recent history

Images of the Scrubs during the 1960s show most of the site as short cut amenity grassland with shelterbelts of trees along the railway embankments. Provision for sports within the area was greatly enhanced with the development of the athletics stadium to the south of the site in 1967 (subsequently named the Linford Christie stadium in 1993).

Wormwood Scrubs was the location of the infamous Braybrook Street Murders in August 1966, which received national press attention. Three policemen were shot and killed on the residential road that runs along the southern boundary of the site by armed men after they stopped their car. A memorial stone within the Scrubs along Braybrook Street was installed in their memory.

A 'tent city' occupied the north west corner of the site adjacent to Old Oak Common Lane during the late 1970s and early 1980s. The area was occupied mostly by migrants with no alternative accommodation. Residents had access to a single-story changing block (now demolished) which remained from when the western extent of the Scrubs fell under Ealing Council management. The timber seating with metal pergola structures were demolished during the HS2 occupation of the site in 2022.

From the mid-1980s the Greater London Council, who were managing the site at the time, planted up large areas of tree whips, mainly around the periphery of the site. Some areas of grass were also left to grow long as wildlife areas providing important habitat.

During the 1980s British Rail developed plans to build cleaning depots to service Channel Tunnel trains at the north of the site. In 1986 local birdwatcher Lester Holloway set up a campaign to save Scrubs Wood, which was included within the plans along the northern boundary of the site. A pressure group petitioned the House of Lords and attracted considerable publicity. This campaign was instrumental in ensuring that a threatened population of common lizards was translocated elsewhere on the site. Some of the turf from the rail side land which contained meadow ant hills was also translocated into an enclosure at the northern end of the park. Lester Holloway's involvement in this period of change at the Scrubs is now commemorated by an area of woodland on the site now known as 'Lester's Embankment'.

Community engagement at the site has continued into the modern day and there is a Friends Group, 'Friends of Wormwood Scrubs' associated with the site. The friends are actively involved in the Scrubs and work closely with the Wormwood Scrubs Charitable Trust (WSCT), with two friends sitting as co-opted members on the WSCT governing committee.

Recent years have seen ongoing relaxed management of the site, as large blocks of scrub and rough grassland have been allowed to develop. A programme of hedge planting has been undertaken in recent years marking a boundary around the area of scrub in the west of the site, partly to reduce footfall over this ecologically sensitive area.

Varied social and recreational use of the site has also continued. For instance, eastern section of the site remains an important area for sports in the local area. The site has hosted the annual football marathon fundraising event run by the charity Tackle Africa is now in its 24th year. Tackle Africa raises money to deliver HIV and sexual health information and services to young people in Africa.

A designated model aircraft zone remains in the western section of the site and is an important site for this pursuit within West London.

4. DAY TO DAY MANAGEMENT OF THE SITE

4.1 Why do we have a Management Plan for the site?

This Management Plan articulates the vision for the improvement of the site, its management and maintenance and provides detailed objectives and action plans to direct Hammersmith & Fulham's Parks Team, along with the Wormwood Scrubs Charitable Trust to achieve this vision.

The objectives of the management plan are aligned to the criteria for the Green Flag Award administered by Keep Britain Tidy.

Effective management of parks and open spaces is a continuous process which should take into consideration issues that arise. As a consequence, this management plan is a 'live document', which will be reviewed annually and updated as necessary to ensure it reflects the needs of the park's various users.

This management plan is not exhaustive and is to be read in conjunction with Hammersmith & Fulham Council's *Parks and Open Spaces Strategy 2021-2026*.

The objectives for the sustainable management and future development of the council's parks and open spaces are structured around the eight key criteria set by the Green Flag Award.

In addition to this document management and maintenance of biodiversity on the Scrubs will be guided by the Biodiversity Masterplan 2023. This plan has been developed to mitigate the loss of trees and habitat by the HS2 work carried out in recent years.

This is a 10-year plan that will increase biodiversity on the Scrubs and will also set out a 10-year maintenance plan to ensure long term benefits

4.2 On Site Relationships

In order to effectively manage the site, we recognise the importance of building long-term relationships with various key stakeholders. There is a clear communication line between stakeholders with the Parks Officer and the Law Enforcement Team (LET) which helps to address concerns as and when they arise.

Inter-departmental relationships

- ❖ Law Enforcement Team

The Parks Team have a strong working relationship with the Law Enforcement Team (LET). The LET is responsible for enforcement of bylaws, PSPO's, dog control issues and anti-social behaviour. The two teams share intel frequently and meet monthly to discuss ongoing or escalated issues and possible resolutions.

❖ **Events**

The site hosts minor events throughout the summer and is frequently used for filming and film crews. Most years there are late Summer, events such as 'Pretty Muddy Race for Life'. Various stakeholders have lobbied both LBHF and WSCT to host larger scale events on site, which has led to a review of infrastructure required to facilitate vehicular and pedestrian access points and routes into and around the Scrubs. In addition, an Events Strategy is being developed to ensure the condition of the site is not damaged by increased use and high footfall and that events are suitable and appropriate for the space.

• **Highways, Parks and Waste Management**

Ensuring that the previously mentioned infrastructure review is properly implemented, the Events strategy is being developed in conjunction with the LBHF Highways team. This relationship is key to mitigating ecological impacts on site entrance routes.

❖ **Physical activities and Sports**

Physical activities and sports are encouraged throughout the year, Linford Christie Stadium is in daily use for small and major sporting fixtures.

Park Run uses the site on weekends, and the extensive grass sports pitches are booked for winter and summer sports.

Seasonal bookings are taken year-round for sports such as: football, Gaelic football, baseball and American football. These booking are managed by the LBHF sports development team, in conjunction with the WSCT.

Contractor relationships

❖ **Grounds Maintenance Contractor**

A new GM Contract began on 1st February 2022 awarded to the incumbent contractor Idverde.

The contract has new specification which responds to the recommendations of the residents commission and the Councils Vision including:

- New Key performance indicators (KPI's)
- New Monitoring systems with default clauses
- Social value commitments Mainly around employment of local people and disadvantaged groups
- Apprenticeships and Staff training

- New Park ambassadors role to inform, educate and consult with the local community, the council and the Trust
- Consultation and resident satisfaction survey
- Improving volunteering opportunities
- Improving Biodiversity opportunities and management
- Improving waste recycling targets
- New Green Fleet (electric vehicles)

~~Grounds maintenance of Wormwood Scrubs is carried out by idVerde.~~

~~Regular joint monitoring visits are carried out between the Parks Officer and the idVerde site ambassador. Monthly and quarterly meetings are held with senior representatives from both parties.~~

~~idVerde work together with the council and the Friends Group to facilitate and improve the park. This management plan is working document towards this goal.~~

❖ **Waste Management**

The litter in the park is cleared 7 days a week by idVerde.

❖ **Playground Maintenance and Inspections**

Daily visual inspections are carried out by idverde's mobile gardening/litter picking team and quarterly inspections are carried out by an independent organisation. Daily maintenance includes cleansing and graffiti removal.

Any damages or defects identified during these inspections are reported to the council and instruction for repairs are issued to a suitable contractor.

❖ **Tree Management**

There are estimated to be 6,000-8,000 trees of varying sizes and ages across the site. Many are self-sown and natural regeneration is encouraged in the wooded areas.

The site does not sit within a conservation area. Most of the wooded areas form part of the Local Nature Reserve.

Trees works are carried out by Red Squirrel Tree Services. The works carried out, are recommended by the Tree Officer as part of the survey programme undertaken every 3 years

Community Payback Scheme

As part of our grounds and maintenance contract, idverde are required to deliver a degree of 'social value' impact works. These works include a number of ad hoc maintenance and repair projects. These works are opened up to local volunteers and facilitated by trained professionals.

Community Group Relationships

❖ Friends Group

Wormwood Scrubs has a well-established Friends of Wormwood Scrubs (FoWS) that meet with council officers and the Wormwood Scrubs Charitable Trust several times a year.

They discuss biodiversity, community and other concerns and requests and share them with Park staff to help to improve the site. The FoWS and the Parks team also liaise with the LET so targeted patrols can be scheduled and undertaken.

They liaise with local residents and resident associations, such as The Woodmans Mews RA.

The local community are invited to join regular volunteering sessions such as litter picking, tree planting and hedge laying.

5. GREEN FLAG CRITERIA

This section presents the aims and objectives for the site. The format is closely aligned to the key criteria set by the Green Flag Award:

1. A Welcoming Place
2. Healthy, Safe and Secure
3. Well Maintained and Clean
4. Environmental Management
5. Biodiversity, Landscape and Heritage
6. Community Involvement
7. Marketing and Communication
8. Management

In the following pages we will demonstrate how we manage the site to meet each of the Green Flag Award's key criteria.

5.1 A Welcoming Place

Welcoming

Where are we now?
<ul style="list-style-type: none">• There are 10 main entrances to the site, please Appendix 2 Main entrances. There are 4 entrances to Linford Christie Stadium. There is one entrance to Artillery Lane via DuCane Road and one entrance from Artillery Lane into the Car Park.• There is a high footfall during commuter and school times.• Vegetation is kept lower at entrances to increase sight lines into the site.• Signs are provided at 5 main entrances to welcome and inform people.
How can we improve?
<p>Curate and improve signage more effectively across each entrance.</p> <p>Ensure that contact information and maps are updated.</p> <p>Ensure that vegetation is cut back from the entrances to improve sight lines.</p> <p>Ensure leaf litter is collect from the entrances.</p>
How are we going to achieve this?
<p>Continue regular maintenance and add new stock as required, if funding is available.</p> <p>Conduct an audit of all signs and their locations.</p> <p>Co-design new entrance/orientation signage with local school children.</p> <p>Remove outdated signage.</p>



Good and Safe Access

Where are we now?

- The paths are maintained to be free of trip hazards and accessible for most desired routes with heavy footfall.
- Various woodchip lined access areas within the wooded areas.
- A built red brick woodland path through the eastern woodland off Scrubs Lane.
- Visitor Parking available on site in two car parks.
- Daily defect inspections by idVerde.
- Daily LET patrols.
- Clear multilateral communication to help to address concerns and actions.

How can we improve?

- ❖ A reduction in Crime and incidents
- ❖ Improve access along the red brick path on the eastern boundary
- ❖ Reduce vegetation back from Highways regularly
- ❖ Reduce vegetation back from path north of HMP Wormwood Scrubs

How are we going to achieve this?

Continued support for the services provided and appropriate communication and actions.

Figure 6 – View from the north central access gate looking south.



Signage

Where are we now?

- New site signs were installed in 2010 and are now looking faded and have obsolete information in many of them.
- New information boards for the Friends of Wormwood Scrubs were installed in 2021.



- Graffiti removed and signs cleaned annually by idVerde.

How can we improve?

- ❖ To consider signage replacements at several entrances 2022/23, as part of the planned improvement works across the 3 main access routes: Braybrook St., Wulfstan St., and Scrubs Ln.
- ❖ Consider some interpretative signage for wildlife
- ❖ Review location and style of existing signage. Remove unnecessary signage and combine where possible to reduce visual clutter.
- ❖ Clearly demarcate the model Aircraft Flying zone on site with new, tall boundary poles.
- ❖ Include accessible, directional signage to guide users around the site and away from the most sensitive areas.

How are we going to achieve this?

- Design new interpretive and educational signage as part of the biodiversity Masterplan 2023.
- Redefine or change the outline of the Model Aircraft flying zone and signage.

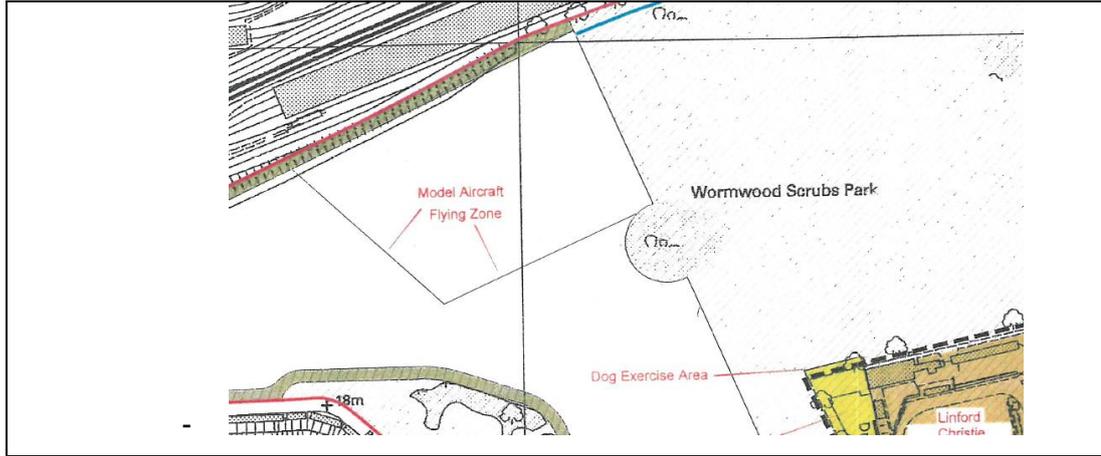


Figure 10 – Temporary signs as an interim measure.



Equal Access for All

Where are we now?

- The pedestrian and vehicular entrances to the park are suitable for disabled access and completely step free.
- Many of the paths into the site become muddy in excessively wet weather and therefore are not suitable for wheelchair access and those with mobility issues.
- Paths and park furniture are monitored by the Parks Officer to ensure it is safe for use.

How can we improve?

- ❖ To continue to monitor and action works recommended by guidelines and statutory requirements.
- ❖ Improve Play areas with more accessible units and surfaces. This work is scheduled to be undertaken in Winter of 2023.
- ❖ Scheduled site entrance improvements at: Braybrook St. Wulfstan St and Scrubs Lane (pictured below) have been designed to deliver year-round access, especially during Winter when the site can be quite muddy. In

addition, accessible park benches will be located at the new Braybrook St. And Wulfstan St. Entrances.

How are we going to achieve this?

Old Oak and Park Royal Development Corporation (OPDC) Grant funding to improve access to site entrances 2022/23.



5.2 Healthy, Safe and Secure



Appropriate Provision of Quality Facilities and Activities

Where are we now?

- The play areas are visually inspected daily *idVerde*, and every 3 months full formal inspections are carried out by a play specialist contractor. Recommended works are carried out accordingly to make safe.
- LET patrol the area daily to deter and reduce ASB as well as undertaking weapons sweeps. The team also enforce bylaws and liaise with the community and Police.
- All ballcourts and sports areas are maintained and cleansed by *idVerde* daily. Including daily sweeping of synthetic grass surfaces.
- There is a Personal training, outdoor fitness and group exercise licensing scheme in parks.
- Dog exercise area by the large car park at the end of Artillery Lane.
- Physical and sporting activities are encouraged on the site by our Sports Development Team.
- BMX area run by a community-based group and participation at low or no cost, with the track free to use by the public.
- Piloting small-scale events in 2022/23 are encouraged and coordinated on the site by our Events Team and the WSCT.

How can we improve?

- ❖ Improve entrances and access, installing fully accessible signs and benches.
- ❖ Improve Play area provision, by replacing equipment and installing a brand new playground on Braybrook St.
- ❖ Ensure clear sight lines in and out of the playgrounds.
- ❖ Improve Forest School Areas and add permanent signs
- ❖ Improve the dog exercise area fencing or reconfigure it
- ❖ To follow recommendations and guidelines, subject to funding

How are we going to achieve this?

Continued monitoring, maintenance, and improvements subject funding.

- Reduce vegetation encroaching on entrances and reducing the effect of lighting columns and CCTV vistas
- Improve access routes to facilities.
- Repairs path defects annually.
- Review the placement of benches and move where needed.





Safe Equipment and Facilities

Where are we now?

- The park has a total of 98 benches, 3 of which are memorial benches.
- There are 93 waste bins.
- There is a bench donations scheme:
<https://www.lbhf.gov.uk/arts-and-parks/parks-and-open-spaces/donated-benches-scheme>
- *idVerde* repaint benches and treat the timbers with linseed oil annually to extend lifespan.
- Sports equipment such as goal posts, nets are inspected and maintained by *idVerde*.
- Repairs to play equipment are carried out as recommended by a play contractor.
- Any defective equipment is reported and made safe or taken out of use by *idVerde* daily.
- Under 8's and over 8's elements in the play areas.
- End of life play equipment is removed. Replacement equipment is usually undertaken when a capital project is available.
- Dog exercise area.

- 2 Public Car Parks.
- London Cycle Network Route 4 & Route 24 and Quiet Way 2 (West)- East Acton to Kensington Quietway
- Cycle loops for secure cycle parking.
- BMX track used and serviced by the community and free to use with training run by a community group.
- Model Aircraft Flying Zone with a short grass take-off and landing area.
- Wormwood Scrubs Pony Centre with paddocks and roofed training area.



- Multi- use games area ballcourt.
- Linford Christie Stadium with 5 synthetic grass ball courts, 1 basketball court and a 400-metre running track. High jump, long jump and shot-put area. 1 full sized rugby pitch. Changing rooms and toilets. Grandstand.



How can we improve?

To continue to monitor and action required works and keep in line with statutory requirements.

Improve response times to fix damaged items.

Improve communication methods for users to report damaged items to facilities management team.

How are we going to achieve this?

Continued maintenance budget.

Develop Facilities and equipment in conjunction with the emerging site Masterplan and time scales.

Ensure all items of furniture and equipment are suitably robust for the site with a clear maintenance plan and that the life span of each item is proportionate to the cost.

Ensure appropriate signposting across access signage to report faulty items.



Personal Security

Where are we now?

- Daily LET patrols and inspection of equipment and waste bins.
- Lighting columns on surrounding footways
- 5 CCTV cameras.
- The site is not locked and often used late into the evening.
- Most areas are not lit at night.

How can we improve?

To review incidents and listen to recommendations.

- Request more regular LET patrols.
- Move benches to more open areas and out of encroaching tree cover.
- Continue to cut vegetation back from paths for sight lines.

How are we going to achieve this?

Act on recommendations by LET and Metropolitan Police, subject to funding.
Continue regular maintenance of encroaching vegetation.



Control of Dogs/Dog Fouling

Where are we now?
<ul style="list-style-type: none">• There is a professional dog walking licence scheme• There is a dog exercise area.• LET patrol the park and help to liaise with dog walkers to encourage, inform and enforce dog related issues via proposed Dogs Public Spaces Protection Order.• /dverde remove dog fouling deposits when found.• The Friends positively engage with dog walkers to encourage friendly dog walking, and organised a dog show event in 2022.
How can we improve?
<p>Continue to work with partners to positively influence dog walking. Introduce a Public Spaces Protection Order in relation to dogs.</p>
How are we going to achieve this?
<p>Officer time and liaison with park users. Implement a Public Spaces Protection Order Review the Professional Dog Walking licence, improve related signage and enforce the terms and conditions.</p>

5.3 Well Maintained and Clean



Litter and Waste Management

Where are we now?

- The site has 93 litter bins emptied daily.
- The litter is collected daily from the park to a performance specification.
- Green waste is left as habitat piles where suitable. Where excessive, it is processed on site for composting and returned for use as mulch, forest paths or habitat piles.
- When litter picking, idVerde separate out recyclable waste for recycling.

How can we improve?

Review the number of bins on site and rationalise if necessary. It may be possible to remove some of the bins altogether or relocate to more appropriate locations.

Encourage users to take their rubbish home with them

Install recycling bins on the site.

Continue to work with contractors to ensure daily collections.

How are we going to achieve this?

Subject to resource, funding, and public awareness

- Install recycling bins at key locations for use.

- Reduce contaminants of waste entering the green waste recycling process and increase and improve the processing of green waste.
- Carry out more regular volunteer-led litter picks.

Horticultural Maintenance

Where are we now?

- The grass, shrubs, hedges and all horticultural and ecological are maintained by *idVerde*.
- There are small pockets gardened areas.
- The hard surfaces are swept to remove weeds and detritus.
- Weeding is carried by *idVerde* using a mixed approach of manual removal and an application of mulch as required or available.
- Elements of horticultural maintenance are carried out by the Friends of Wormwood Scrubs helping with volunteering efforts.

How can we improve?

Improve and increase appropriate planting, where agreed to be suitable.
Expand volunteering opportunities by developing a programme of volunteering days

How are we going to achieve this?

Funding opportunities, volunteers, officer time, funding made available from funding bids.

- Advertise volunteering days in advance
- Plant more areas of Spring bulbs to improve the aesthetic and biodiversity value of areas.

- Consider an Orchard area.

Arboricultural Maintenance



Where are we now?

- Trees are inspected every 3 years by the Parks Tree Officer. Recommendations from tree reports are categorized into priorities 1 and 2. Priority works are carried out within recommended timeframes.
- Tree works where possible are phased so that only urgent works are carried out in the first round of works and a period of up to 3 months for less urgent works to be carried out. This is to reduce the impact of canopy change on wildlife and air pollution.
- Scheduled and ad-hoc tree works are carried out by Red Squirrel Tree Services.
- The Parks team run a [Tree donation scheme](#) that encourages suitable tree species to be chosen, planted and maintained for two years.

- A comprehensive list of the trees currently at the site is available upon request.
- Natural regeneration is encouraged on site, particularly in wooded areas.
- Woodchip us used to line forest paths.
- Small linear log sections are used to line woodchip paths.
- Larger logs are used on site to form benches.
- Log piles are installed around the site to improve biodiversity and as hibernacula and basking in the meadows for Common Lizards.

How can we improve?

Seek funding in the future to further diversify the tree stock.

Encourage local residents to make tree donations and water newly planted trees.

How are we going to achieve this?

In order to acquire more interest in the tree donation scheme we can increase promotion via our website and notice boards.

Diversify the tree species.

Work in conjunction with the Tree Strategy (draft)

Proactive woodland management to enable more self-regeneration

Pending funding and planting opportunities.

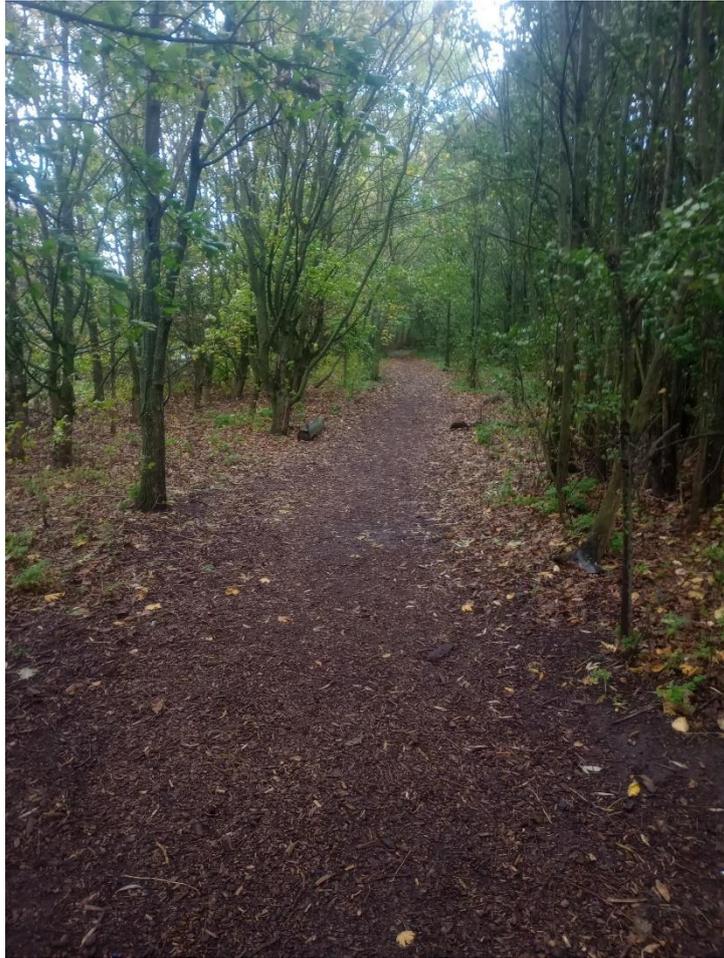


Figure 14 - Mapping of the established trees throughout the site

Building and Infrastructure Maintenance

Where are we now?

- The park furniture and infrastructure are monitored and works actioned by the Parks Team with *idVerde* reporting any defects and making safe.
- Annual painting and treatment of benches by *idVerde*.
- Annual gully cleansing by *idVerde*.
- Reports and defects identified by the park users can be reported via the council's 'report it' app. This links directly to the Confirm database which can be accessed by Park Team staff to make safe or arrange repairs.
- The Wormwood Scrubs Pony Centre and paddocks are managed by the Wormwood Scrubs Pony Centre .

<ul style="list-style-type: none"> • The Kensington Aldridge Academy is managed by the school. • The Old Oak Community Centre is managed by Peabody. • The Wormwood Scrubs Maintenance Depot is managed and maintained by idVerde. • Linford Christie Stadium and buildings are managed the Facilities and Contract Manager. • The infrastructure of the site is mainly managed by the Parks and other teams on behalf of the WSCT.
How can we improve?
Continue to maintain, replace or increase the sustainability and suitability of the infrastructure.
How are we going to achieve this?
Monitoring, liaison, and funding opportunities To manage the buildings and infrastructure in line with the merging site Masterplan.

Figure 15 – The under 8's play area

Equipment Maintenance

Where are we now?
<ul style="list-style-type: none"> • Playground and outdoor gymnasium equipment is visually inspected by idVerde on a daily basis. Any identified defects or issues are reported to the Parks Team and if deemed necessary the item of equipment is decommissioned. • Adhere to LBHF Play Area Safety Policy. • Quarterly inspections are carried out by an independent accredited playground inspection company. • Reports are logged on Playmapping (an online playground management software system) which the council holds a license for. Issues are ranked very high, high, undesired and acceptable.

- Annual painting and treatment of benches by *idVerde*.
- Signs are washed annually by *idVerde*.
- Graffiti removal undertaken by *idVerde* .
- Street furniture such as bins, benches, gates and bollards are monitored by the Parks Team.
- Reports and defects identified by the park users can be reported via the council's 'Report It' app. This links directly to the Confirm database which can be accessed by Park Team staff.

How can we improve?

Continue to maintain, replace or increase the sustainability, suitability of the infrastructure.

How are we going to achieve this?

Monitoring, liaison, and funding opportunities

5.4 Environmental Management



Managing Environmental Impact

Where are we now?

- No weed killers are applied on the site where not required. Hand weeding, mulching, sweeping of paths is used to control weeds.
- All green waste is either composted on site or taken to the green waste composting heap within the borough and processed by *idVerde*.
- All new lighting projects will embrace the latest LED technology which subject to lighting design reduces energy consumption by around 50%, in turn this also reduces our carbon outputs as well.
- Where LEDs are installed, the directional properties of this light form, significantly reducing light spillage.
- Choosing recycled, recyclable or reusable materials where possible.
- Site users are encouraged to recycle and to take recyclables home for domestic recycling when recycling bins are not yet installed within the site.

- No artificial fertilizers are applied to the grass areas other than where required to sports areas by exception.
- The topology and heavy clay soils allow for surface water to run off site and cause issues for the Hospital and surrounding drainage networks.
- The 'Wet Woodland' by the Pony Centre is a sustainable urban drainage system (SUDS) where excess rain run-off is attenuated to reduce local flooding.

How can we improve?

Design and implement swales and SUDS areas to reduce surface water run-off from site.

Trial raising the height of cut on 4 north pitches to retain and allow to increase Butterfly friendly plants within the pitches.

Apply best practices and review.

How are we going to achieve this?

Monitoring, liaison, and funding opportunities

Design and implement swales and SUDS areas to reduce surface water run-off from site. The Swales could possibly lead to a small pond to create new habitat and solve a run-off problem.

Trial raising the height of cut on 4 north pitches to retain and allow to increase Butterfly friendly plants within the pitches and monitor the effect on wildlife and any detriment to sports play.

Reduce contaminants of waste entering the green waste recycling process and increase and improve the processing of green waste.



Figure 16 – Spring bulbs extending the flowering period for people and pollinators, also breaking up soil compaction.

Waste Minimisation

Where are we now?

- All green waste is either composted on site or taken to the green waste composting heap within the borough and processed by *idverde*.
- Choosing recycled, recyclable or reusable materials and where possible.
- Repairing and maintaining street furniture and using obsolete materials as habitat.
- When litter picking, *idVerde* separate out recyclable waste for recycling.

How can we improve?

Apply best practices and review.

Install recycling bins

How are we going to achieve this?

Monitoring, liaison, and funding opportunities



Chemical Use

Where are we now?
<ul style="list-style-type: none">• We have an Integrated Weed Management Policy• No weed killers are applied generally on site• Hand weeding, and mulching, are used to control weeds.• No artificial fertilizers are applied to the grass areas other than where required to sports areas such as fine turf• The site is not gritted in Winter.
How can we improve?
Apply best practices and review.
How are we going to achieve this?
Monitoring, liaison, and funding opportunities

Peat Use

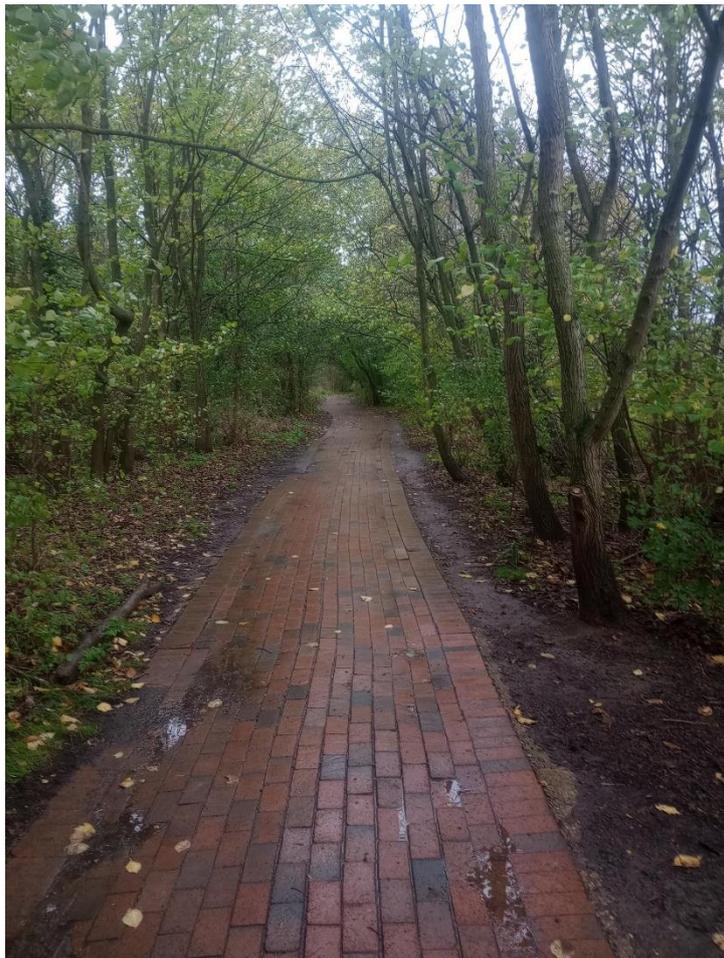
Where are we now?
<ul style="list-style-type: none">• No peat is used on the site.
How can we improve?
Continue.
How are we going to achieve this?
Continue.

Climate Change Adaptation Strategies

Where are we now?
<ul style="list-style-type: none">• More than 25% of the site managed as meadow.• More than 12% woodland tree canopy cover on the site.• More than 11% of the site managed as Scrub/ meadow mosaic.• More than 1,500 linear metres of the site maintained as wildlife friendly hedging.• Paths designed to allow water to soak away into the park• SUDS scheme beds in the wet woodland area of the site to take adjacent surface water run- off.• Plants selected to tolerate average London rainfall• Regular mulching of shrubs to help improve soils and buffer extreme weather conditions• Bulb planting in seasonally dry rain shadow areas.• Long grass areas, helping to reduce wear, compaction and operational carbon footprint providing habitat.• 4 Electric Vehicle Charging Points
How can we improve?
<p>Additional SUDS schemes and seasonal wet areas.</p> <p>Apply best practices and review.</p> <p>Pond</p> <p>Increase tree canopy with native tree species</p> <p>Manage woodland to allow more diverse understory to develop.</p> <p>Continue to eradicate Japanese Knotweed.</p> <p>Relocate the Gaelic football pitches and return that area to Meadow.</p>
How are we going to achieve this?
<p>Monitoring, liaison, and funding opportunities and work with volunteers and the Friends.</p> <p>Implement the bio-diversity Masterplan 2022/23</p>

Figure 17 – Bird boxes to attract smaller bird species such as sparrows.

5.5 Biodiversity, Landscape and Heritage



Management of Natural Features, Wild Flora and Fauna

Where are we now?

- A well established and diverse tree and shrub canopy.
- Many wooded areas with trees of a similar age and very low light levels for the herb layer or natural regeneration.
- Native and naturalized planting sympathetic and accessible to pollinators.

- Dead wood piles as habitat
- Bird boxes
- Bat boxes
- Bug hotels
- Log piles for Stag beetles and others.
- New wildflower area in 2022 for butterflies
- Friends and idVerde running wildlife and nature discovery activities including bat and bird walks, nature discovery.
- Monitoring of key indicator group species such as Bats, Birds, Butterflies, Mammals and Reptiles.
- 2 Forest school areas.
- Areas of hedge laying.
- Parts of the site designated as Local Nature Reserve.
- Parts of the site is designated as Site of Importance to Nature Conservation.

How can we improve?

Maintain and sustain planting to improve diversity of flora and fauna.

To act on recommendations to maintain and improve habitats.

Develop an annual volunteer work sheet.

Approve and deliver the Biodiversity Masterplan for the Scrubs. A draft version of the plan is currently being developed which will aim to improve, enhance and manage existing habitats through a 10 year maintenance and management plan and deliver additional features to diversify habitats.

How are we going to achieve this?

Monitoring, liaison, and funding opportunities and work with volunteers and the Friends group

Work to the Contract specification on habitat management and consider necessary improvements or changes to the habitats.

Partnership working with idverde, RSPB.

Working with Corporate Volunteers, Community Volunteers, the FoWS.

Further hedge laying in Autumn 2022.

Cut and collect areas of the meadow and selected young tree removal in the meadows 2022.

Manage and implement control measures of invasive non-native species.
Deliver the Biodiversity Masterplan.



Figure 18 –

Conservation of Buildings and Structures



Where are we now?

- The site does not sit within a Conservation Area.
- A part of the site is Metropolitan Open Land
- Most of the Site is Common Land
- The majority of the sites lies with the OPDC planning authority area.
- There are no listed buildings, structures, or buildings of merit.
- There is a memorial to the 3 Police officers killed in 1966
- Historic firing butts wall at Linford Christie Stadium.

How can we improve?

Positive management of features

How are we going to achieve this?

Work with colleagues in Planning Department to establish and maintain best practice.

Figure 19–

5.6 Community Involvement



Community Involvement in Management and Development

Where are we now?

- The Friends group established working with the council to help apply for funding to facilitate improvements and deliver community events within the site.
- Friends and community groups assist with volunteering task by idVerde via the Parks Ambassador role and Community and Ecology Adviser on site.
- Friends of Wormwood Scrubs website and events.



- Community Garden.



- WSCT Trust Manager for the site.
- Regular on-site engagement with the Parks Ambassador role and Community and Ecology Adviser.

<ul style="list-style-type: none">• Active adjacent stakeholders include: local schools, residents.
How can we improve?
Continue regular liaison and dialogue with all key stakeholders.
How are we going to achieve this?
Officer and community time Development of a stakeholder engagement plan for the site 2022/23.

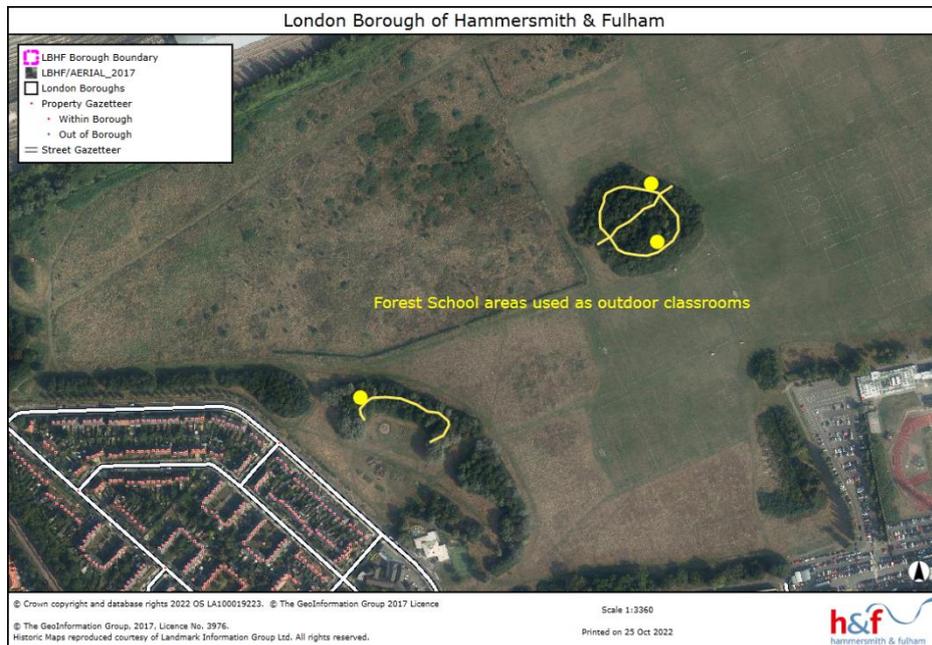
Figure 20 – .



Appropriate Provision for Community

Where are we now?
<ul style="list-style-type: none">• We manage all facilities for the benefit of the community• Wormwood Scrubs Pony Centre used by people varied abilities, varying disabilities.• Car Parking for Hospital staff and visitors• Car Parking for Site visitors.

- BMX training.
- 2 X Forest school zones.



- Various Sports training, predominantly ball sports.
- Major school sports days and sporting venue.
- Annual Tackle Africa sporting event.
- 'Race for Life' venue.
- Park Run for free on weekends.
- 3 X free to use outdoor gymnasia
- Cycle routes.
- Play areas.
- Model Aircraft Flying Zone.
- Popular with Birdwatchers.
- Community Garden.
- American Baseball League
- Thames Valley Harriers Athletic Club
- Kensington Dragons FC
- Community Room in Linford Christie Stadium
- Gaelic Football Pitch
- A large number Bookings on grass pitches 2022:
- 11 aside – 95 bookings

<ul style="list-style-type: none">• 9 aside – 15 booking• 7 aside – 1 booking• Baseball pitches – 18 weekends bookings (usage of 73 pitches in total, an average of 5 pitches per Saturday)• Gaelic – 39 bookings• Lacrosse – 15 bookings• Friends group noticeboards.• 4 Electric vehicle charging points.• We regularly engage with the Friends group and other stakeholders to ensure their needs are met and reviewed regularly
How can we improve?
<p>Continue regular liaison and dialogue with key local stakeholders to ensure provision is appropriate and suitable.</p> <p>Provide a toilet and café facility for the wider community of users on-site.</p>
How are we going to achieve this?
<p>Make improvements subject to requests and funding.</p> <p>WSCT to support The Thames Valley Harriers in re-developing their clubhouse on the Linford Christie Stadium site to facilitate a café space, with a toilet that is open to the public.</p>

Figure 21 – The Friends of WS running community activity days.



5.7 Marketing and Communication

Marketing and Promotion

Where are we now?

- WSCT management and engagement with interested parties and stakeholders.
- The Friends' website: <https://www.friendsofthescrubs.uk/>
- Social network groups also used by Friends: Next Door,
- <https://www.lbhf.gov.uk/arts-and-parks/parks-and-open-spaces/park-friends-groups>
- Posters / Banners on site
- H&F Website / Social Media
- Events / Consultation exercises

How can we improve?

To engage in new ways and formats to encourage inclusivity for the space.
WSCT to develop an inclusivity framework for users of the space.

How are we going to achieve this?

Continue regular liaison and dialogue with key stakeholders.

Appropriate Educational and Interpretational Information



Where are we now?

- The Friends a noticeboard signs in the park help promote community participation and provide contact details for events in the park.
- 2 Forest School areas available for free use to local and borough wide schools.
- Free community sports coaching on site.
- Kensington Aldridge Academy on site.
- BMX training on site.
- Horse riding training on site.
- Marked running circuit for Park Run and others free to use.
- Some wildlife interpretation

How can we improve?

To continue review and modernize how information is conveyed. To install new signs in 2023 for Forest schools.

Consider more wildlife interpretation and educational signs.

To develop an 'ecology hub' on the Scrubs

How are we going to achieve this?

Ongoing community involvement, funding and officer time

Conduct a site audit to understand the most appropriate location to place an ecology hub. Implement an income generation plan to secure funding and begin development of this prospective asset.

5.8 Management

Implementation of Management Plan

Where are we now?

- The WSCT, The Friends of Wormwood Scrubs, idVerde , RSPB and the Parks Team have combined to write and implement this management plan with aspirations for the park.
- This management plan will be reviewed annually.
- Regular feedback is provided to the grounds maintenance contractor to ensure continuous improvement
- External contractors are managed to deliver capital works projects
- The Parks Team co-ordinate with other Council teams to deliver relevant services on the site (sports, events etc.)

How can we improve?

To continue effective dialogues and communication

How are we going to achieve this?

Officer and stakeholder time



6. SITE IMPROVEMENTS

6.1 Annual Operational Activities

This is a list of activities undertaken on the site over the las year.

Description	Objective	Date Completed	Funding Source
Monitoring of Grounds maintenance and infrastructure	To maintain the quality and of the site	Ongoing	Revenue
Maintenance of play areas	To maintain the safety of the equipment following quarterly inspections	Ongoing	Revenue
Site management plan	To maintain the quality of the park and review the management plan	Annual	Revenue
Tree works	Continue the 3 yearly tree survey and carry out recommended works	Ongoing	Revenue
Liaison with the stakeholder group	To liaise with the Friends group as required	Ongoing	Revenue

6.2 Key Improvements Delivered

This list of improvements has been delivered in recent years in conjunction with the Friends group and other stakeholders.

Description	Objective	Date Completed	Funding Source	Value
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COVID-19	Installing public health banners, Social distancing markings, temporary fences, locking areas, and making the site secure when required.	2020	PUBLIC HEALTH	
COVID-19 BANNERS AND INFORMATION	TO INFORM THE PUBLIC OF VACCINATION SITES AND TEST SITES AND OTHER COVID-19 RELATED INFORMATION	2020-2021	PUBLIC HEALTH	
COVID-19 TESTING AREA	TO PROVIDE A SAFE AREA FOR COVID-19 SYMPTOMATIC TESTING	2021	PUBLIC HEALTH	
SIGNS TO INFORM AND DISCOURAGE ACCESS TO THE MEADOWS FOR BIRD NESTING SEASON	SIGNS TO INFORM AND DISCOURAGE ACCESS TO THE MEADOWS FOR BIRD NESTING SEASON	2021	WSCT	

ACCESS ROAD FROM SCRUBS LANE	TO RESURFACE THE ROAD FOR SAFE ACCESS	2021	WSCT	
INSTALLATION OF NEW FOWS (FRIENDS OF WORMWOOD SCRUBS) NOTICEBOARDS	TO HELP TO IMPROVE ENGAGEMENT AND COMMUNICATION	2021	WSCT	
BULB PLANTING	TO CREATE A 200 M LONG BULB PLANTED AREA ALONG THE RED BIRCK PATH WEEK IN THE EASTERN WOODLAND	2021	WSCT- FOWS VOLUNTEERING	
DEMENTIA GROUP BULB PLANTING	TO CREATE A 100 M LONG BULB PLANTED AREA TO FLOWER DURING DEMENETIA WEEK IN MAY IN THE NORTH EASTERN WOODLAND	2021	PUBLIC HEALTH	
TREES- WHIP PLANTING IN THE EASTERN WOODLAND BOUNDARY	TO FURTHER DIVERSIFY CANOPY	2021	HS2	

SIGNS TO INFORM AND DISCOURAGE ACCESS TO THE MEADOWS FOR BIRD NESTING SEASON	SIGNS TO INFORM AND DISCOURAGE ACCESS TO THE MEADOWS FOR BIRD NESTING SEASON	2022	WSCT	
TREES	TREE REPLACEMENTS UNDERTAKEN	2022	WSCT/ HS2	
HEDGE LAYING	To thicken up the eastern section of the wildlife hedge along the edge of the eastern meadow	2022	HS2-IDVERDE/ FOWS/VOLUNTEERS	

6.3 Plan for Future Improvements

This is a list of aspirational improvements for the site which have been drafted in conjunction with the Friends groups and other stakeholders.

We will work with our partners to secure funding to deliver them in future years.

AREA	DESCRIPTION OF WORKS	FUNDING SOURCE	PROPOSED DATE FOR WORKS
Wildlife hedge	FURTHER HEDGE LAYING, SOUTHERN BOUNDARY OF THE MEADOW	WSCT	2022
Bio-diversity Masterplan	MEADOW MANAGEMENT, WOODLAND MANAGEMENT, CREATION OF SUDS FOR INCREASED BIODIVERSITY AND IMPROVED DRAINAGE, IMPROVE ACCESS ROUTES, INSTALL INTERPRETATION AND DIRECTIONAL SIGNAGE, EXTEND AREAS OF WOODLAND, PLANT FRUIT AND FLOWERING TREES, IMPROVE STRUCTURE OF HEDGES.	HS2	2023
SITE ENTRANCE IMPROVEMENTS	UTILISE FUNDING FROM THE OPDC TO IMPROVE ACCESS AT 3 MAIN ENTRANCE POINTS ON THE SCRUBS. PATHS ARE TO BE FORMALISED AND MADE FROM A DURABLE ECOLOGICAL MATERIAL	OPDC	2023
INSTALL NEW PLAYGROUND EQUIPMENT ON BRAYBROOK ST.	INSTALL SEVERAL PIECES OF NEW EQUIPMENT TO PROVIDE A GREATER PROVISION OF PLAY ITEMS FOR 8 TO 12-YEAR-OLDS	HS2 COMMUNITY AND ENVIRONMENT FUND	2023

INSTALL NEW TRAFFIC MANAGEMENT SYSTEM ON WOODMAN'S MEWS	COMPLETE THE INSTALLATION OF A NEW TRAFFIC MANAGEMENT SYSTEM TO IMPROVE SITE SECURITY AND REDUCE THE RISK OF UNAUTHORISED ACCESS AND TRAVELLER INCURSIONS	WSCT	2023
INSTALL NEW ACCESSIBLE BENCHES AT X2 ENTRANCES	TO CREATE A WELCOMING ENVIRONMENT AT ENTRANCES FOR ALL	WSCT	2023
DEVELOP A CAFÉ SPACE ON THE LINFORD CHRISTIE STADIUM SITE	IN RESPONSE TO A RECENT CONSULTATION, DELIVER A CAFÉ FACILITY WITH ACCESSIBLE TOILETS.	Thames Valley Harriers / WSCT	2023
CONDUCT A SITE FEASIBILITY STUDY – EVENT VEHICULAR ACCESS	TO DEVELOP AN UNDERSTANDING OF THE LEAST ECOLOGICALLY IMPACTFUL SITE ENTRANCE TO DEVELOP FOR VEHICULAR ACCESS	WSCT	2023
TREE PLANTING	X20 GUSERVA PAPERBARK MAPLES PLANTED WITH VOLUNTEERS	GUSERVA INTERFAITH	2022



Proposals for Linford Christie Stadium

Presented to Wormwood Scrubs Charitable Trust Committee

14 December 2022

Prepared by Stephen Waley-Cohen and Miriam Shea
with full support from the
Trustees of Friends of Wormwood Scrubs

1. The Wormwood Scrubs Act, which is the Charitable Trust's governing document, declares that the entire area is held in trust for the population of the metropolis for their exercise and recreation.

This remains the principal purpose and guiding principle under which the WSCT manages the 'more wild than tamed' open space under the trusteeship of the London Borough of Hammersmith & Fulham, of which WSCT is a sub-committee.

In some areas of the Scrubs, there are issues arising from the desire to provide areas for wildlife within the c 80 hectares of space comprising the Scrubs, which can sometimes result in conflicts between the needs of wildlife, whether nesting birds, small mammals or others, and human users, especially where those human users are also exercising their dogs, personally or professionally.

2. However, there need be no conflict in the area of Linford Christie Stadium, part of WSCT's owned assets, which is clearly devoted to exercise and recreation.

This paper provides a reasoned proposal for a properly planned, comprehensive, and unified

approach to modernising the facilities provided within LCS to the benefit of all residents of LBHF and its neighbouring boroughs at a time when formal and informal leisure and sporting activities are of prime importance to well-being, particularly as new property developments continue to bring new residents on all sides of the Scrubs, and with them new pressures on the 'more wild than tamed', and more structured elements of the Scrubs.

There are leases of parts of LCS to Thames Valley Harriers (TVH), one of the UK's leading athletic clubs; and to Kensington Dragons (KD), a major local youth soccer club. Facilities are also made available to London Sports, which organises the baseball games during the spring and early summer, and needs storage for equipment as well as occupying significant areas of open space immediately north of LCS while games are being played; and to the Gaelic football organisation, to lacrosse players, and to numerous school sports events on the track and surrounding area; and for the regular Park Run events.

These various activities, and particularly those organised and managed by TVH and KD offer major benefits to the local community. Both organisations offer very low costs for participation, relying on continuing philanthropic support, which has been forthcoming for many years.

KD is currently implementing a major upgrade and improvement to the sports pitches within the stadium, with the benefit of appropriate lease arrangements and financial support from WSCT. All the proposals offered here are compatible with the KD project.

TVH have plans, supported by WSCT, to upgrade its Clubhouse and thereby to offer café and toilet facilities to the public, i.e. to all Scrubs users, not just TVH members. All the proposals offered here are compatible with the TVH project.

3. The facilities within LCS are in need of significant upgrading, to meet 21st century sporting requirements, including compliance with National Athletics League standards, and to be fitting for TVH who are currently National Athletic Champions. The track is several years past the date on which it should have been replaced, and the covered track (which could beneficially be replaced with something closer to an indoor track which would have much greater use by clubs and schools) is too short to be useful. The viewing stand is very 'tired', with no usable storage facilities in the space beneath it, and the immediately adjacent toilet facilities have not been usable for some years. The changing rooms and their toilet facilities, while still in use, are a disgrace to LCS, WSCT and LBHF.

The Consultation recently completed by the London Development Trust on behalf of WSCT describes the position as follows: 'Many parts of LCS are in a state of dire disrepair.'

4. There has also been significant interest in the idea of finding space for a LIDO (an outdoor heated/unheated swimming facility) as part of any upgrade, with more than 1,200 individuals, as well as FOWWS, offering their support. These proposals do not extend to the lido's development, but they do extend to the provision of a site partly within LCS ready for the development of a Lido, or indeed for other sports facilities to

complement the existing facilities at LACS and the Scrubs. The merits of a Lido are that there are no age restrictions and it can be for gentle leisure as well as proper sports.

5. Attachment 1 comprises proposals prepared by FOWWS with significant help from TVH and KD, guidance from The Sports Consultancy who have previously worked on various earlier concepts for improving LCS, and major input from consultant Mark Thomas who has also been similarly involved. FOWWS would be pleased to provide introductions/connections to all these, if not already known, for LBHF/WSCT Officers. These proposals relate to the upgrading of the LCS facilities, with full recognition included for the planned improvements to the TVH Club House which, with WSCT support, is intended to provide café and toilet facilities to ALL Scrubs users, and showing the potential feasibility of space for the inclusion of a Lido.
6. Indicative costings are also provided for the proposals for improvements, based on national guidelines by Sport England, with additional input from TVH and Mark Thomas.
7. It is proposed that the costs of upgrading the LCS facilities should be met by a combination of WSCT and LBHF. Additional fund-raising could be undertaken by any/all of TVH/LCS/WSCT whether from National Governing Bodies of Sport, Sport England, other organisations offering grant funding, and general philanthropic sources. For the purposes of this note I am assuming that WSCT/LBHF will finance the urgently needed works.

WSCT is now showing an annual surplus, and it would be appropriate to invest at least some of this, over several years, in the upgrades proposed for LCS, which forms part of WSCT's owned assets.

WSCT's annual surplus, and its improved financial position, is the result of two unconnected factors:

a. the continued presence on the Red Gra 'parade ground' of the portacabin temporary school facilities for Kensington Aldridge Academy, paying a significant annual rental. This is likely to remain/continue until the demolition or other solution to the question of the future of Grenfell Tower, which it seems may not be very soon.

b. the new - since February 2022 - maintenance contract for the grounds, albeit with the same contractor, has resulted in an improved level of maintenance, including litter removal, at a very significantly lower cost to WSCT.

8. Why should LBHF contribute to the LCS upgrade?

- (a) LCS is owned by WSCT of which LBHF is sole Trustee and provides the management. LCS lies within LBHF, and it would therefore be to the benefit of all residents of LBHF, as well as residents of the neighbouring boroughs, to see improved leisure and sports facilities. Improved facilities at LCS would have the ability to advance LBHF sports activities and development including providing local opportunities to be more active, support current sports developments and initiatives, and help implement LBHF's Community Sport and Physical Activity

Strategy, which already lists LCS as their venue. LBHF lacks other facilities of a similar kind within the Borough, whether for athletics or other outdoor games.

- (b) For the fourteen years of the previous W SCT management contract — a poorer service at a higher cost — the contract formed part of an LBHF Borough wide contract. While the proportion of the total contract charged to W SCT is said to have been properly assessed in 2008, the significantly lower cost from 2022 - by about E400,000 p.a. — at least raises the question as to whether the cost of services provided elsewhere within LBHF may have benefited, perhaps inadvertently, from this assessment. It is also acknowledged that during the same period LBHF has contributed some E3.2m of funds for the improvement of WSCT, including in particular about E2.5m for LCS. The apparent disadvantage to WSCT over the 14 years amounts to between €3 and E4m. Without seeking to go further into the issues raised in this paragraph, it would be entirely within the powers, and on the face of it to the best interests of, LBHF to be an active financial partner in such a major improvement to facilities within the Borough, as well as managing the upgrade as the Trustee and Manager of WSCT.

9. The LIDO. These proposals do not extend to the development of a Lido, but they do extend to the provision of a site partly within LCS ready for the development of a Lido. The plans in Attachment 2 show possible locations within, or partly within, LCS for its provision. The promoters of the Lido project believe that it can be independently financed, although it would

clearly be highly advantageous for LBHF/WSCT to provide some initial financial stimulus and be closely involved, including providing space and a suitable lease. It remains for discussion whether LBHF/WSCT, or an independent operator with relevant experience, should manage the Lido when it is built, and, in either case, what the financial arrangements should be as between the operator and WSCT. Similar considerations apply to any other additional complementary sports facilities.

FOWWS Trustees request that these proposals be carefully reviewed and studied by LBHF Officers, with their review and recommendations to come to the next meeting of the WSCT Committee.

Attachment 1:

The objective is to provide facilities to form a part of LBHF high quality sporting infrastructure suitable for use by schools, clubs, teams, and individuals, from within and neighbouring the Borough. To support the aims and ambitions of TVH, KD, and other users of the facilities, which will also increase user satisfaction and participation in grassroots, club-based sport for the local LBHF community and those from further afield.

The plan shows the existing facility locations with each building named.

To upgrade the facilities of LCS, there would need to be a phased plan, with some of the below needed urgently and some less immediately, but all should be planned from the start.

- a) The running track was laid in 2005 and the refurbishment of such tracks should be about every 7 years. This is now 17 years. Estimated cost of a refurbishment is cE350,000 (based on comments from TVH and The Sports Consultancy)
- b) The floodlights do not work reliably and predictably, due to their age and because they are prone to flooding and fusing. Estimated cost of replacement/repair - E1 ()0,000 - E1 50,000 (based on comments from TVH and Mark Thomas)
- c) To refurbish, modernise and optimise the existing stand and its seating, to increase its capacity to the requirements for hosting National Athletics League events and to ensure disabled spectator access; to bring the adjacent male and female toilets back into use; to create storage beneath the stand for field, track, and related equipment. Estimated cost cE370,000 (based on comments from Mark Thomas)
- d) Covered Running Track
This is too short to be useful, and is also well past its due date for refurbishment. The associated storage may also need upgrading or rebuilding.
- e) Changing Rooms and Club Rooms.
As previously stated, these are in very poor condition, and may be more effective to replace than to refurbish. It needs to be studied whether the existing provision is appropriate, or whether a better design would enable a smaller area to be equally, or more, effective, perhaps on two stories. It may be appropriate/possible to include studio or gym spaces capable of generating revenue.

Cost of these last two items, d and e above, will depend on decisions following proper investigation, and the area required, but at the higher end with increased and improved facilities, may be of the order of c£3.5-5m.

A review conducted by WSCT/LBHF Officers should be capable, relatively quickly, of identifying more precisely both the timelines and costs of the above, and it is suggested that liaison with The Sports Consultancy and Mark Thomas would be both reasonably economical and draw on their existing knowledge of LCS.

Such a review would look at the refurbishment of LCS to provide modern and compliant facilities to meet the demonstrable needs and demands from the local community and those further afield, e.g. in neighbouring boroughs.

Allowing LCS facilities to continue to decline without taking the necessary remedial action, and implementing improvements, will only increase the eventual cost, and puts at risk the provision within WSCT of the prime sports facility within LBHF.

Attachment 1

- LINFORD CHRISTIE STADIUM BOUNDARY
- ADJACENT SITE BOUNDARIES
- EXISTING BUILDINGS



Linford Christie Stadium scale 1:500@A1



Existing Arrangement
LCS_01/B

Attachment 2:

The first three pages are taken from the Lido Project documents, and show their suggestions for locations adjacent to or partly inside LCS. These are marked Option 1, Option 2A, and Option 2B

The fourth page is the location preferred by FOWWS, with the handdrawn indication, showing the Lido 'straddling' the long-condemned artillery wall.

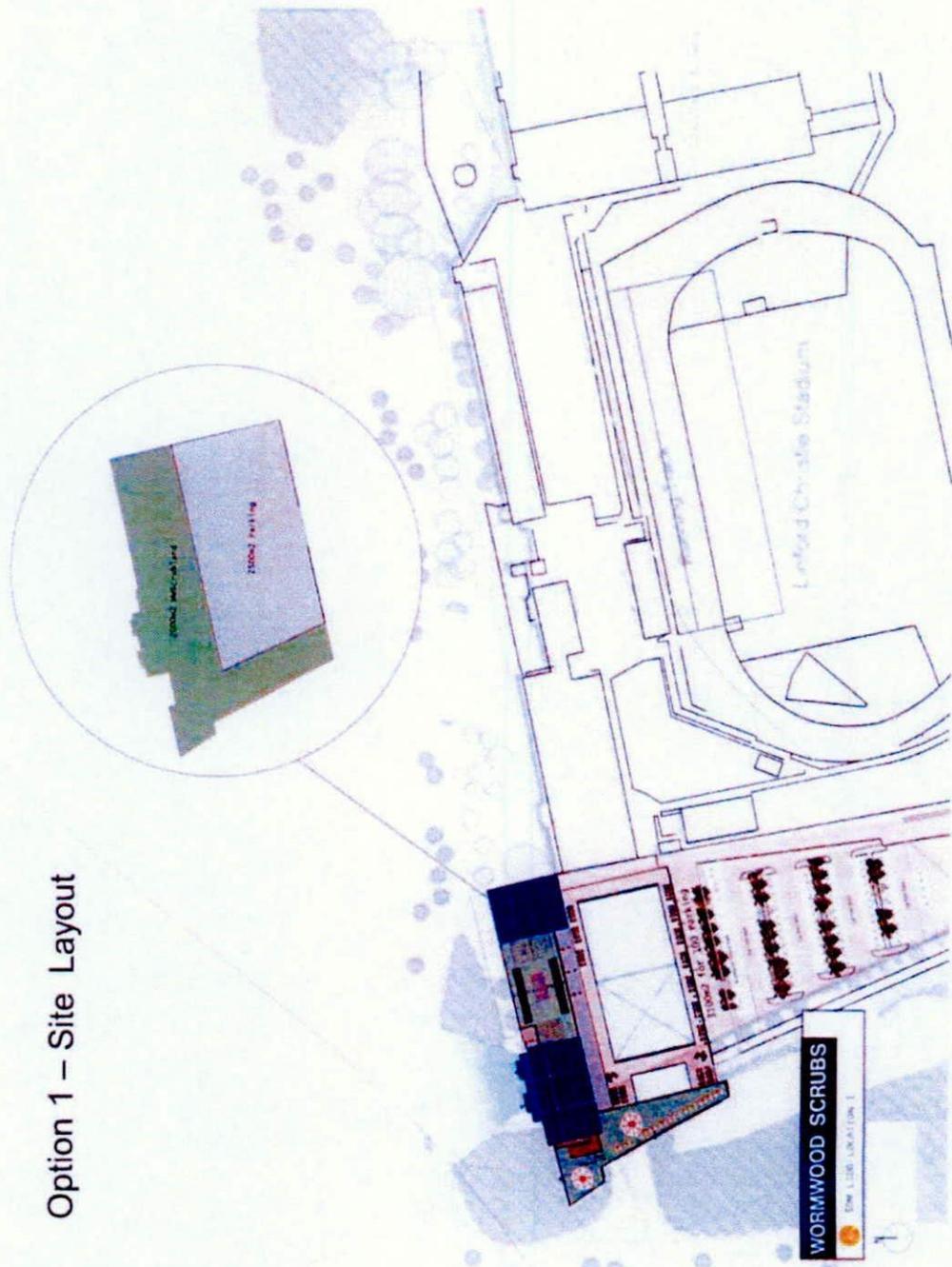
This preferred location would be partly within LCS and partly on the car park — on the LCS site the area is currently a large patch of brambles, whose biodiversity merits can be replaced within the Scrubs; west of the LCS sit, on the car park, where at least some of the space has been unusable for some years due to the scaffolding supporting the artillery wall.

With this location, access can be external to LCS.

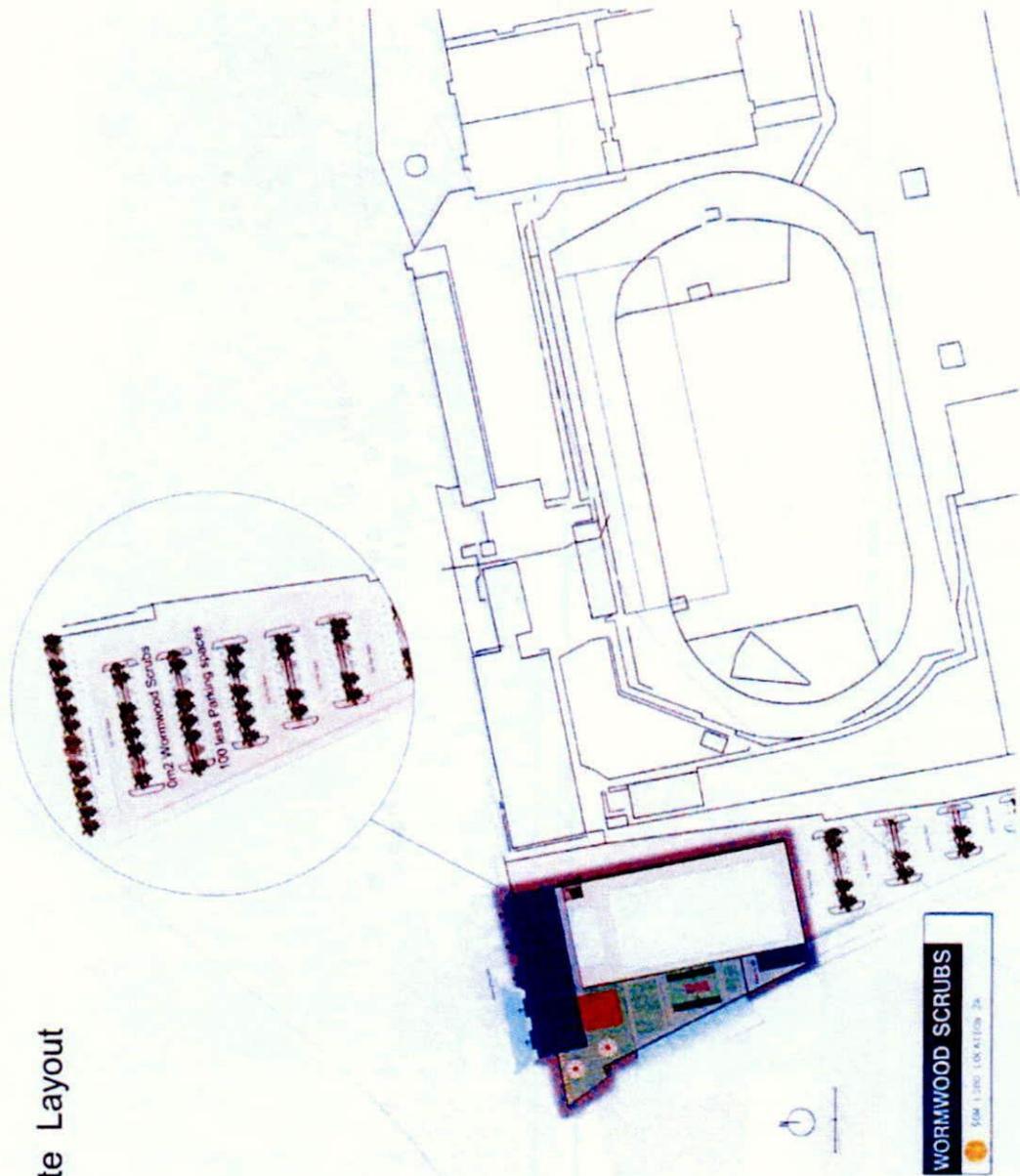
As stated in the main document, the present purpose of showing possible Lido locations is not for immediate action nor for funding by WSCT/LBHF, but to ensure that the possibility remains open and can be actively considered by Officers for bringing back to WSCT in due course.

Attachment 2 (4 pages)

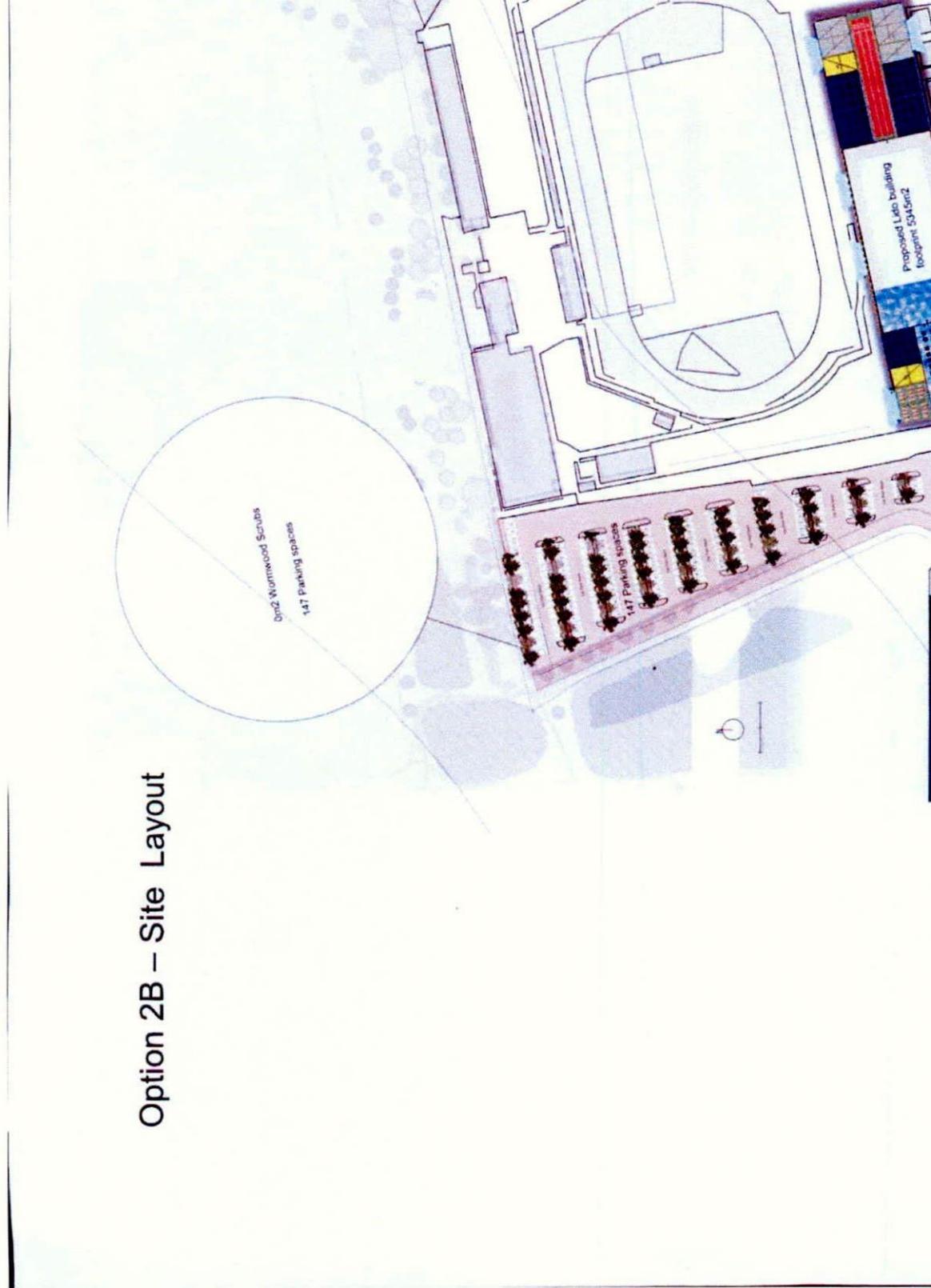
Option 1 – Site Layout



Option 2A – Site Layout



Option 2B – Site Layout



Fowls Option

- LINFORD CHRISTIE STADIUM BOUNDARY
- ADJACENT SITE BOUNDARIES
- EXISTING BUILDINGS



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HAMMERSMITH HOSPITAL

HAMMERSMITH HOSPITAL

Notes
Do not scale from this drawing
All dimensions are drawn in millimetres.
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Legend

-  Project boundary
-  Woodland / trees:
-  Surveyed tree: A-grade
-  Surveyed tree: B-grade
-  Surveyed tree: C-grade
-  Surveyed tree: U-grade
To be felled unless they have a wildlife value and are safe to retain as dead wood
-  Hedge
To be laid and trimmed back
-  Mown grass & pitches
New more efficient pitch layout
-  Long grass / meadow
Most areas to be managed for improved biodiversity
-  Scrub
Some areas to be managed
-  Proposed woodland
Whip planting @ 1/m² various mixes of native species, trees and woodland edge shrubs
-  Proposed parkland / specimen
Extra heavy standards, native species
-  Proposed native hedge
Along railway boundary, mixed whip species, double staggered row, exact extent / alignment to be confirmed
-  Proposed managed meadow
Various types / mixes
-  Woodland Management
(see below)
-  Meadow Management
(see below)
-  Existing car park
-  Hard standing
-  Existing tarmac path
-  Breedon gravel paths to be installed shortly
-  Proposed easy access path - Breedon gravel or similar
-  Proposed deadwood feature
- to include stacked timber, hibernacula, dead hedge and log walls
-  Proposed swale - to improve site conditions
gentle contoured sides, damp meadow seed mix and connected together with below ground pipes
-  Proposed wetland habitat - fed by swales and borehole, gentle edges and naturalistic planting to provide new habitat type
-  Unmade path
-  Parkrun & Cross Country Routes
-  Contours 0.5m



Works to existing features

1. Sports pitches within the SINC boundary removed
2. Area of unused tarmac to be broken out
3. Broken land drain noted in NW corner to be repaired
4. Seasonally wet areas of woodland to be managed as wet woodland habitat
5. Hedges to be managed to improve structure
6. Stands of Japanese Knotweed to be eradicated
7. Meadow Management - Rotational cutting to create habitat mosaic. Giant Hogweed in various locations to be treated

New features

8. Diverse native woodlands with coppiced areas
9. Proposed meadow
10. Orchard Trees
11. Flowering and Fruiting Native Trees

12. Open woodland and managed grassland understorey
13. Easy Access Path, leading to new wetland habitat
14. Scrub or hedge planting to boundary
15. Existing view maintained
16. Entrance proposals eg extending area of hard standing to accommodate; entrance sign, information/notice board, directional sign, boot scraper and seating
17. Drinking fountain and water bowl for dogs
18. Swales for collecting water run-off
19. Walking routes defined using woodchip, log piles, dead hedges, etc

Habitats allow for: 3x hibernacula, 20x bat boxes and 20x bird boxes, 2x owl boxes. Dead hedges, stumperies, log piles and woodchip heaps using site won material to be distributed throughout the woodland and meadow as part of ongoing management to retain material on site.

Future Features / Interventions

20. Possible Stadium enhancement / development
 21. Diversion of sewer line
 22. Diversion of services
 23. New path to access playground
 24. Meadow areas to be marked as out of bounds during the bird nesting season (April-July)
 25. Possible locations for an Ecology / Education / Visitor / Volunteering Hub, potentially including toilets and cafe, to be reviewed in more detail (Lodge building, Linford Christie Stadium, OOC or Kensington Aldridge Academy)
 26. Re-marked model aircraft runways
- Signage (not shown) allow for:
10x new ecological interpretation signs to explain the importance of the habitats and the ecological management work and 10x finger posts

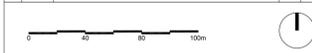
Meadow management to include:

- Regular mowing of paths
- Cyclical management of whole area to maintain balance of grassland and scrub species
- Selected secure location maintained for ground nesting birds
- Physical / chemical removal of invasive species
- Inset plug planting / overseeding to introduce additional species to benefit overall diversity

Woodland management

-  Light-touch (to B-category woodland)
Thinning out poor quality / self sown trees
-  General management works (to C-category woodland)
Thinning out poor quality / overcrowded trees
General reduction of density and creation of glade areas
Allowing natural regeneration around edges
Planting understorey and edge species
-  Extensive works (to U-category woodland)
Felling majority of dead wood to create wood piles
Some dead trees retained for habitat if safe to do so
Re-planting of trees and native shrubs
Wildflower seed to understorey

No	Date	Description	By	CHK
H	12.12.22	Update following CIP and SRF meeting	BS	BS
G	22.11.22	Update following LDT consultation & LRF meeting	BS	BS
F	22.03.21	Update following sub-group meeting	TR	BS
E	18.02.21	Options for sub-group approval	TR	BS
D	30.04.20	Updates following consultation	BS	BS
C	28.01.20	Draft for consultation and pricing	BS	BS
B	08.01.20	Minor updates to add detail	BS	BS



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Project
Wormwood Scrubs
Alternative Ecological Mitigation Design
Client
London Borough of Hammersmith and Fulham
Scale @A1
1:2500
Status
For review

Drawing Title
Biodiversity Masterplan
with Summer Pitch Layout
Job Nr
10709
Drawing Nr
020
Issue
H