

MANAGERS REPORT

24th March 2021

Report to Wormwood Scrubs Charitable Trust Committee

Report Author:

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1. Executive Summary and Decisions Sought

1.1. The Committee is asked to:

- to consider recommendations made by the AEM subgroup 17/03/21
- to approve the apportionment of costs for asbestos remediation on a 50/50 basis between the LMS developer and WSCT as set out in 4.2
- to approve expenditure of £1,950 to explore options for Park Lodge as set out in 4.3
- to authorise officers to negotiate a short-term licence with the proposer of a coffee cart as set out in 4.4
- to approve Option 2, as an interim solution for the access road from Scrubs lane, as set out in 7.2
- to approve expenditure of £1,950 for bird and boxes as set out in 7.4
- to approve expenditure of £10,000 for new and refurbished signage as set out in 7.5
- note the audit update for 2019/20 as set in 9.1
- to approve 2021/22 risk management as set out in 10.1
- to note the 2020/21 Financial Forecast as set out in section 11
- to approve the 2021/22 Financial Budget as set out in section 12
- to note all other matters in the report.

2. HS2 Bill Alternative Ecological Mitigation

2.1. The Alternative Ecological Mitigation (AEM) works are progressing in three stages.

- A Conservation Management Plan (CMP) provides background information for AEM works and has been commented on by the Friends.
- A masterplan setting out ecological improvements.
- Detailed designs will be developed along with a 10-year management and maintenance plan to maximise habitat improvement for wildlife and increase biodiversity after the masterplan has been agreed so that the project can be tendered.
- The masterplan presented on the 30th of June Wormwood Scrubs Charitable Trust (WSCT) Committee was taken to a subgroup on 29th October 2020. Three options drawn up by consultants are to be considered at the next

subgroup meeting on the 17th March, with the aim of recommending a preferred option.

Committee to consider the subgroup recommendation(s) for approval.

3. HS2 – Access to Trust Land

- 3.1. Planning permission has been approved for the alternative access route from Old Oak Common Lane. This route provides temporary access for HS2 to the areas defined for their works within the Government Act. Recommendations for route were discussed and agreed by the WSCT at the December Committee as it would provide less disturbance to residents and less impact on the ecology during the construction works. Agreement of a lease for this access should be completed by 22/03/21.
- 3.2. To enable the alternative route, a temporary route for light vehicles on matting was agreed from Braybrook Street, to carry out the vegetation clearance works. These works had to be done before the bird nesting season to minimise impact and disturbance of wildlife.

Concerns have been raised by residents that the agreed method statements for the vegetation clearance is not being followed. Of particular concern is the lizard population which will currently be in hibernation. Officers have been on site daily to check that the agreed method of working is being followed.

Concerns have also been raised that the temporary fencing is not within the working area of HS2. The GPS co-ordinates of the compound have now been marked and staked by council officers to ensure the fence line is within the HS2 Act area and this continues to be monitored.

Protestors against HS2 arrived on site on 03/03/21 and set up camp within the HS2 working area adjacent Chats Paddock. HS2 took action to liaise with the protestors and demarcate their site with fencing. Wet weather later that afternoon meant that HS2's continued action to manage the protestors caused considerable damage to an area of grassland used as a main access way by members of the public.

A number of actions have been taken to reinstate this damage and provide alternative access for members of the public. See 7.3 of this report. HS2 are also providing a weekly programme of works which is being monitored by council officers.

Committee to Note

4. Update on leases

- 4.1. The WSCT Committee of 15/12/20 requested clear guidance that a 40 year lease would have no significant difference to a 25-year lease for this project.

This guidance has been received. A suite of documents has been proposed to ensure that the funding agreement between WSCT and Kensington Dragons Football Club (KDFC) is construed as grant funding: Agreement for Lease:

- Schedule 1 Funding agreement template between the Trust and the Club.
- Annex a- description of the works to be delivered with the funding.
- Schedule 2- Licence for alteration template
- Schedule 3 Lease template
- Appendix 1- Service level agreement (SLA) regarding annual obligations on the club

These documents are being updated and should be ready to review 12/03/21

Committee to Note

- 4.2. The London Institute of Medical Sciences (LMS) was granted a licence to use the un-used tennis courts to the South of the Linford Christie Stadium to enable their development. The discovery of buried asbestos, which has now been safely removed, was an additional cost to LMS of £175K and they are requesting full recovery of cost. Although the developer has removed some liability for asbestos from WSCT land, if it had been left undisturbed in the soil it would have had little risk until the longer-term plans for the stadium redevelopment happened. The LMS costs have been reviewed by council officers and it is recommended that the Trust should approve the apportionment of costs for asbestos remediation on a 50/50 basis between the LMS developer and WSCT. The cost of this will need to be offset against the income to be received for the licence (£170K). If this offer is rejected, officers should be approved to negotiate further on the Trust's behalf, with the outcome subject to approval of the WSCT Committee.

Committee to Approve

- 4.3. Park Lodge is occupied by an ex council employee who pays rent but without a current lease agreement in place. A structural survey carried out in January 2020, found the building in poor condition. The survey noted that 'In view of the extensive distresses found in this property it is further recommended that the cost of the underpinning and restorations works be compared with that of a complete rebuild'. It would be prudent to examine these costs before making the decision on how to move forward and restore the property. Options should be considered for agreement of the preferred way forward including:

- Repair the building, to continue as a tenanted dwelling.
- Demolish and rebuild as a dwelling on a similar footprint
- Demolish and return the site to open space. The tenant could be helped to obtain alternative accommodation.
- Demolish and develop the site to maximise income for the Trust.

A fixed fee quote of £1,950 has been obtained to explore these options and develop outline costs for these options. The recommendation is for the Trust to accept this quotation, and for the findings to be presented at the next Committee meeting.

Committee to Approve

- 4.4. A resident living near the Scrubs has a proposal to run a mobile van selling refreshments from the Wormwood Scrubs car park. The van would occupy a parking space to sell refreshments during the day and be parked off site at night. There is no standard fee for this type of operation, so a price would need to be negotiated to at least cover the loss of one car parking space and extra litter collection. The recommendation is to permit council officers to negotiate a short-term licence with the proposer. If successful, the licence could be tendered for a longer period.

Committee to Approve

5. Implementing Strategic Governance Review recommendations

- 5.1. The terms of reference for this review are still awaiting legal advice. The committee will be updated when this is completed.
- 5.2. The Trust Committee approved a budget allocation of £75K a year for two years (£150,000 in total), to fund an appropriate project manager role to support the implementation of the review recommendations and provide wider support to WSCT. Candidates have now been short listed for interview,

Committee to Note

6. Community Safety Update

- 6.1. The very high visitor numbers on the Scrubs seen during the COVID-19 pandemic reduced with colder, wetter weather but are still well above normal.
- 6.2. Parks Police monitor all incidents at the Scrubs an up to date record has been requested.

Committee to Note

7. Grounds Maintenance and site management update

- 7.1. The Stadium is due to reopen on 29th March for organised sport and Thames Valley Harriers, Chiswick Hockey and Kensington Dragons have booked to start back that week. During this last lockdown period, the stadium has had the external sides of the buildings, including the stand redecorated. There has also been some additional internal works completed to the shower area and main corridor. All, shutters have also been serviced and painted. Unfortunately, during the lockdown many sections of fencing and pitch kickboards have been vandalised. These will be repaired before the stadium reopens.

- 7.2.** The roadway providing vehicle access from Scrubs Lane to the Linford Christie Stadium, the Pony Centre, council depot and to the temporary site for Kensington Aldridge Academy (KAA) is in poor condition. Selective repairs were carried out by the Department for Education (DfE) when KAA first occupied the site, and under the terms of their agreement, DfE must provide remediation of any damage caused during their occupation of the site, at the end of their tenancy.

The school buildings are expected to occupy the site until around 2024-25, and as the site has not been used by the school since 2018 DfE are unwilling to contribute to repairs to the roadway until the end of their tenancy. In addition potential construction projects may make the comprehensive repair of the road at this stage ill-advised.

- Kensington Dragons Football Club (KDFC) proposals to upgrade pitches within the Linford Christie Stadium.
- Demolishing and rebuilding part of the council depot.
- Development or refurbishment works to the Stadium. Although this is unlikely in the next 2-3 years, a plan should be more fully formed by then.

Parks Officers met with the council's Highways engineers to discuss options:

- Option 1: Complete renewal of the road surface. £163k, including remove of speedhumps and defunct traffic management system, the installation of new kerbs, and a sustainable drainage system. This is a comprehensive refurbishment, taking around 4 weeks, and with a lifespan of over 5 years.
- Option 2: Make good and retarmac the road surface. £40k to excavate and re-lay the foundation to potholes and soft spots, and re-tarmac the surface. This is an interim measure, taking around 2 weeks, and with lifespan of 2-3 years or more.
- Option 3: do nothing. The road is in a very poor condition in places and this option is not recommended.

Given this route will be used for at least two construction projects over the next couple of years, it is recommended that Option 2 as an interim solution is approved, followed by a comprehensive scheme considered when KAA vacate their site.

Committee to Approve

- 7.3.** Heavy use of the scrubs during the winter and the wet weather has put pressure on exiting habitat at the scrubs in particular the Meadow areas. Several new paths have been established through the meadows dissecting the area and reducing the size of habitat available to ground nesting birds in particular. Popular routes have also become impassable to some due to mud and standing water. The location of the compound of HS2 will also mean that a popular route can no longer be used. Several measures are proposed to mitigate impact on the meadows.
- The installation of dead hedging and planting of new native hedging to close gaps in the existing hedge was proposed and carried out by residents assisted by the council and the community team from Idverde.
 - Some additional dead hedging has also been laid across new routes to discourage access where there was previously no existing hedge. This

should be considered a temporary solution and could either be removed or replaced by hedge planting in accordance with the masterplan once the issue of access to the meadows is resolved.

- An alternative route to bypass the HS2 compound has been established through the meadow area. If people keep to this path, it will reduce damage to more sensitive areas.
- Trials of bark chip, mulch and sandy loam has been spread on selected areas to address mud and standing water. This will be monitored to assess what materials are effective and allow stabilisation of footpaths and desire lines.
- Consideration of a self-binding gravel paths to the more highly trafficked areas of the scrubs could also be considered. Although proposals to introduce more permanent pathways has been resisted it would provide an accessible route to less able people and a suitable winter route which would avoid damage to more sensitive areas. This could be considered within the development of the masterplan proposals for the Scrubs.

Committee to Note

- 7.4. The installation of additional bird and bat boxes in the woodland at the north eastern boundary of the Scrubs would increase capacity for nesting and help mitigate the loss of trees removed during HS2 clearance works. Installing a bird and bat box at each 50 metre stretch of the northern woodland belt would cost £1,950. The committee is recommended to approve this action and the funding required to achieve it.

Committee to Approve

- 7.5. The installation of signage to inform on HS2 works, request responsible use of the Scrubs and publicise the masterplan once this has been agreed, would be beneficial to the management of the site. Parks Officers have contacted signage companies for indicative prices and updating the existing large signboards will cost in the region of £5k (including repair and refurbishment) and the supply and installation of new signs will be around £700- £1,300 each. The committee is recommended to approve the further development of artwork in order to obtain competitive quotes, and the funding to implement new and refurbished signage, to the maximum value of £10,000.

Committee to Approve

- 7.6. The first stage of the GM (Grounds Maintenance) contract has been completed. This is an advertisement to see what suppliers are interested in completing bids. Five submissions were received for the Wormwood Scrubs Lot. Two of these submissions were failed as they did not demonstrate any experience in grounds maintenance beyond cutting road verges. The remaining three suppliers demonstrated that they are capable of completing the specification and will be invited to submit an initial tender by the end of April.

Committee to Note.

8. Events

8.1. No events have been held at the Scrubs during the COVID-19 pandemic.

Committee to Note

9. Audit and Accounts

9.1. MHA Macintyre Hudson have been appointed to audit the 2019/20 financial year. The Auditor's report and Annual report will be issued separately.

Committee to Note

10. Risk Management 2021/22

10.1. The Wormwood Scrubs Charitable Trust's ("the Trust") risk management strategy includes the annual review of risks and establishment of plans to mitigate these. The 2021/22 risks and mitigations are set out in Annexe A.

Committee to Approve

11. Financial Forecast 2020/21

11.1. The financial forecast for the Trust for 2020/21 is summarised below and is detailed in Annexe B. Financial transactions for the financial year are set out in Annexe C.

| Activity | Outturn 2017/18 | Outturn 2018/19 | Outturn 2019/20 | Budget 2020/21 | Forecast 2020/21 | Variance | Movement Between Years | | Comments | Last Reported | Movement |
|---|--------------------|--------------------|------------------|------------------|------------------|-----------------|------------------------|-------------|---|------------------|-----------------|
| | | | | | | | Budget | Forecast | | | |
| Pay and Display Meters & Cashless Parking | (259,674) | (351,834) | (324,945) | (300,000) | (202,127) | 97,873 | 8% | 38% | The 2019/20 outturn was 92% of the 2018/19 outturn due to Covid-19 lockdown (March 2020). The 2020/21 budget was set at 85% of 2018/19 outturn. The forecast is based on actual income April 2020 to February 2021, which is £185,141 (39%) less than the 2019/20 equivalent. March 2021 income is estimated at £17,086 (same as January 2021). | (187,953) | (14,174) |
| Hammersmith Hospital Car Park Licence | (324,619) | (337,229) | (346,995) | (354,126) | (353,547) | 579 | -2% | -2% | Q4 Actual: 2020/21: £Q1 - Q3 @ £88,091 (signed agreement) and Q4 @ £89,274. | (354,126) | 579 |
| Other income from activities for generating funds | (488,002) | (371,078) | (322,073) | (321,038) | (331,286) | (10,248) | 0% | -3% | Q4 forecast: KAA income to 31st March 2021 £315,658 (Licence extension: £26,523 pcm wef 13th July 2020); UKPN rental £3,446; Filming £9,162; Events £0; £1,092 Parks Lodge Income and Interest £1,928. | (327,696) | (3,590) |
| Total Income and endowments | (1,072,295) | (1,060,141) | (994,013) | (975,164) | (886,960) | 88,204 | 6% | 33% | | (869,775) | (17,186) |
| Grounds Maintenance | 706,909 | 719,895 | 738,368 | 771,949 | 775,085 | 3,136 | 5% | 5% | Grounds Maintenance cost: £749,365 plus apportioned governance cost: £25,721. Actual indexation is higher than expected also legal costs are higher than budgeted (Governance). | 775,021 | 64 |
| Contribution to Linford Christie Stadium | 32,330 | 32,356 | 84,205 | 63,317 | 63,611 | 294 | -25% | -24% | Fixed annual cost of £31,500; £30,000 two year additional contribution for repair and maintenance of changing rooms; plus £2,111 governance costs | 63,606 | 5 |
| Other Expenditure | 35,093 | 80,945 | 24,235 | 36,034 | 16,677 | (19,357) | 49% | -31% | Estimated ad hoc works and governance costs, including £553 Governance costs | 22,753 | (6,076) |
| Total Expenditure | 774,332 | 833,196 | 846,809 | 871,299 | 855,373 | (15,926) | 28% | -51% | | 861,380 | (6,007) |
| Net (income)/expenditure | (297,964) | (226,944) | (147,205) | (103,864) | (31,587) | 72,277 | -29% | -79% | | (8,395) | (23,192) |

- 11.2.** The budget for 2020/21 was set with an anticipated surplus of £103,864 to be added to the Trust's reserves. At November 2020 the forecast was a much-reduced surplus of £8,395 and presently the forecast is a surplus of £31,587, which is £72,277 worse than budget (£23,192 better than last reported). The main reason for this reduced forecast is reduced parking income.
- 11.3.** The Trust's opening unrestricted funds balance for 2020/21 was £889,393. The current 2020/21 outturn forecast will increase these funds to £920,979 to be carried forward to 2021/22. The Trust's closing funds for 2020/21 are, therefore, estimated at £5,920,280 when £5,000,001 restricted funds are added.

Income (2020/21)

- 11.4.** The 2020/21 income budget was set at £975,164. However, the current forecast, at £886,960, is £88,204 (£105,389 last reported) less than budget.
- 11.5.** Pre-Covid-19 lockdown income from pay and display and parking meters was fairly consistent, particularly since the introduction of cashless parking. Since March 2020 this income source has fluctuated and is now forecasted to be £202,127 (£97,873 less than the cautiously set £300,000 budget). This is, however, £14,174 better than last reported.

| Parking income loss - 2020/21 compared to 2019/20 (P&D and Meters) | | | | | |
|--|---------------------|---------------------|-------------------|------------|--|
| Month | 2019/20 (£) | 2020/21 (£) | Variance (£) | Decrease | |
| Apr-20 | - 27,470.00 | - 7,135.37 | 20,334.63 | 74% | |
| May-20 | - 29,325.92 | - 8,984.83 | 20,341.09 | 69% | |
| Jun-20 | - 28,208.96 | - 13,883.71 | 14,325.25 | 51% | |
| Jul-20 | - 30,077.63 | - 18,973.08 | 11,104.55 | 37% | |
| Aug-20 | - 26,128.62 | - 14,879.42 | 11,249.20 | 43% | |
| Sep-20 | - 27,696.71 | - 24,991.83 | 2,704.88 | 10% | |
| Oct-20 | - 29,663.67 | - 19,489.29 | 10,174.38 | 34% | |
| Nov-20 | - 28,501.83 | - 20,266.83 | 8,235.00 | 29% | |
| Dec-20 | - 24,418.21 | - 17,716.88 | 6,701.33 | 27% | |
| Jan-21 | - 28,546.67 | - 17,085.54 | 11,461.13 | 40% | |
| Feb-21 | - 26,194.29 | - 21,634.21 | 4,560.08 | 17% | |
| Totals | - 306,232.51 | - 185,040.99 | 121,191.52 | 39% | |

- 11.6.** With March actuals yet to confirmed, parking income is forecasted, to be 43% and 38% less than the 2018/19 and 2019/20 outturns, respectively.
- 11.7.** The option to introduce week-end (7-days per week) parking charges was approved by the Trust and this is expected to have positive impact on 2021/22 pay & display and parking income.
- 11.8.** The Hammersmith Car Park Licence income is £353,547 (only £579 less than the £354,1260 budget).

- 11.9.** Forecasted at £331,286, the total of other income is £10,248 better than the £321,038 budget (£315,658 Kensington Aldridge Academy (KAA @ £26,523 per month) £9,162 filming income; £3446 annual rental income payable by UK Power Networks (UKPN) for occupation of the Scrubs land for the electric vehicle charging points; and £3,020 investment income (1,928 interest on Trust bank balances plus £1,092 parks lodge income).

Governance costs 2020/21

- 11.10.** Governance costs are the indirect costs of managing the Wormwood Scrubs; these include legal charges, audit fees and Central Finance support costs. The costs of the Environment Department Management accountant are not included. The 2020/21 budget for governance costs was set at £25,000. The current forecast, at £28,385, is more than budget due to additional legal charges associated with the Kensington Dragons lease.
- 11.11.** Governance costs are apportioned to expenditure forecasts budgets/actuals based on value. The current forecast (£28,385) is apportioned as follows: planned contractual grounds maintenance (£25,721); Linford Christie Stadium contribution £2,111; and non-routine maintenance /other costs (£553)

Expenditure 2020/21

- 11.12.** At £855,373, the current expenditure forecast is £15,926 less than the £871,299 budget (£846,299 plus £25,000 governance costs). This forecast has decreased by £6,007 since last reported due to reduced non-routine maintenance.
- 11.13.** Following confirmation of the price indices the current planned GM forecast is £775,085 (£749,365 plus £25,721 governance costs), which is an overspend of £3,136.
- 11.14.** The current forecast for Contribution to Linford Christie Stadium is £63,611 (£31,500 fixed contribution; £30,000 additional contribution; and £2,111 apportioned governance costs.)
- 11.15.** The current forecast budget for other expenditure is 16,677 (£16,124 non-routine maintenance and £553 apportioned governance costs), which is £19,357 less than the £36,034 budget as priority has been given to essential works.

12. Financial Budget 2021/22

12.1. The proposed budget for Wormwood Scrubs Charitable Trust (“the Trust”) for 2021/21 is summarised below along with details of movements and assumptions.

| Income and Expenditure | | | | | | |
|--|--------------------|--------------------|------------------|------------------|-------------------------|------------------|
| Activity | Outturn 2017/18 | Outturn 2018/19 | Outturn 2019/20 | Forecast 2020/21 | Proposed Budget 2021/22 | Forecast 2022/23 |
| Pay and Display Parking Meters | (259,674) | (351,834) | (324,945) | (202,127) | (300,000) | (300,000) |
| Hammersmith Hospital Car Park Licence | (324,619) | (337,229) | (346,995) | (353,547) | (360,619) | (365,668) |
| Other income from activities for generating funds | (488,002) | (371,078) | (322,073) | (331,286) | (330,814) | (330,814) |
| Total Incoming Resources from Generated Funds | (1,072,295) | (1,060,141) | (994,013) | (886,960) | (991,433) | (996,482) |
| Grounds Maintenance | 706,909 | 719,895 | 738,368 | 775,085 | 774,859 | 621,383 |
| Contribution to Linford Christie Stadium | 32,329 | 32,356 | 84,205 | 63,611 | 63,510 | 63,692 |
| Other Expenditure | 35,093 | 80,945 | 24,235 | 16,677 | 46,471 | 41,426 |
| Project Manager - Strategic Governance Review implementation | | | | | 75,000 | 75,000 |
| Total Resources Expended | 774,331 | 833,196 | 846,809 | 855,373 | 959,839 | 801,500 |
| Net Incoming Resources | (297,964) | (226,945) | (147,205) | (31,587) | (31,595) | (194,982) |

12.2. The proposal is for a 2021/22 net income budget of £31,595. Although this is similar to the 2020/21 outturn both income and expenditure are higher than 2021/21. Some impact of COVID-19 is anticipated.

Income Budget 2021/22

- 12.3. The proposed 2021/22 income budget is £991,433. This is £104,473 more than the 2021/22 outturn, but less the 2019/20 outturn.
- 12.4. Income from Pay and Display and Parking Meters in 2020/21 has been affected by the COVID-19 lockdown; The budget is again being set at the cautious £300,000. It is anticipated that that income will begin to improve as the vaccine is rolled out and weekend parking is introduced, but levels of income are still uncertain.
- 12.5. The Hammersmith Car Park Licence budget (£360,619) is set based on the current agreed quarterly rate plus a 1.3% uplift is forecasted for Quarter 4 (January to March 2022).
- 12.6. The budget for other income includes £318,276 annual rental income payable by KAA for the temporary site. £6,000 Filming income is included for ad hoc assignments. This income budget also includes: £3446 annual rental income payable by UKPN for occupation of the Scrubs land for the electric vehicle charging points, which has been agreed for the next five years; and investment income from the bank balance and lodges, estimated at £3,092

Expenditure Budget 2021/22

12.7. The proposed 2021/22 expenditure budget is £959,839. Expenditure is planned as far as possible, with priority being given to essential works. All costs are estimated, including Grounds Maintenance uplift and audit fees. The budget is £104,466 more than current projection for 2020/21 as it includes the cost of the Project Manager (2-year assignment) and increased non- routine

maintenance. Grounds Maintenance inflation is a below 1% increase based on official pricing indexes projections.

12.8. The budget for governance costs is £28,000. This estimate includes audit and legal fees, also finance support. The budget has been apportioned to expenditure budgets based on value.

| Forecast Changes | | | | | | | | |
|--|-----------------------------|----------------|----------------|----------------|----------------|-------------------------|------------------|-------|
| Activity | Adjustments | Budget 2017/18 | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 | Proposed Budget 2021/22 | Forecast 2022/23 | Notes |
| Pay and Display & Cashless Parking | Brought forward | (281,611) | (287,012) | (281,611) | (345,428) | (345,428) | (300,000) | 1 |
| | Adjustment | (5,614) | 5,401 | (63,817) | 45,428 | 45,428 | 0 | |
| | Carried forward | (287,225) | (281,611) | (345,428) | (300,000) | (300,000) | (300,000) | |
| Hammersmith Hospital Car Park Licence | Brought forward | (316,505) | (322,896) | (336,109) | (348,178) | (353,547) | (360,619) | 2 |
| | RPI increase | (6,391) | (13,213) | (11,686) | (5,947) | (7,072) | (5,049) | |
| | Carried forward | (322,896) | (336,109) | (347,795) | (354,126) | (360,619) | (365,668) | |
| Other income from activities for generating funds | Brought forward | 90,112 | (95,873) | (138,341) | (147,341) | (321,038) | (330,814) | 3 |
| | Additional income | 0 | (76,085) | (9,000) | (173,697) | (9,776) | 0 | |
| | Carried forward | 90112 | (171,958) | (147,341) | (321,038) | (330,814) | (330,814) | |
| Grounds Maintenance | Brought forward | 685,893 | 688,761 | 0 | 723,535 | 749,365 | 750,339 | 4 |
| | Inflation on contract | 13,581 | 10,712 | 0 | 26,264 | 974 | (150,339) | |
| | Carried forward | 699,474 | 699,473 | 0 | 749,799 | 750,339 | 600,000 | |
| | Governance cost apportioned | - | 18,024 | - | 22,149 | 24,520 | 21,383 | |
| | Budget | 699,474 | 717,497 | 0 | 771,949 | 774,859 | 621,383 | |
| Contribution to Linford Christie Stadium | Brought forward | 31,500 | 31,500 | 31,500 | 61,500 | 61,500 | 61,500 | 5 |
| | Carried forward | 31,500 | 31,500 | 31,500 | 61,500 | 61,500 | 61,500 | |
| | Governance cost apportioned | 0 | 844 | 12,496 | 1,817 | 2,010 | 2,192 | |
| | Budget | | 32,344 | 43,996 | 63,317 | 63,510 | 63,692 | |
| Other Expenditure | Brought forward | | 20,000 | 29,000 | 35,000 | 35,000 | 35,000 | 6 |
| | Carried forward | | 20,000 | 29,000 | 35,000 | 45,000 | 40,000 | |
| | Governance cost apportioned | | 5,637 | 11,504 | 1,034 | 1,471 | 1,426 | |
| | Budget | | 25,637 | 40,504 | 36,034 | 46,471 | 41,426 | |
| Project Manager - Strategic Governance Review implementation | Brought forward | | | | | | | |
| | Carried forward | | | | | | | |
| | Budget | | | | | 75,000 | 75,000 | |
| Governance costs (Audit & Legal & Finance) | Estimated | | 19,351 | 24,000 | 25,000 | 28,000 | 25,000 | 7 |
| | Governance cost apportioned | | (19,351) | (24,000) | (25,000) | (28,000) | (25,000) | |
| | Budget | | - | - | - | - | - | |

| Notes |
|---|
| 1. Pay & Display and cashless parking income budget is set the same as the 2020/21 budget (£300,000) This is higher than the 2020/21 forecasted outturn due to the anticipation of reduced COVID-19 impact and the introduction of weekend parking. |
| 2. Agreed inflationary increase of 1.54% from Q4 2020/21 to be carried forward for Q1-Q3 2021/22. Contracted increase for Q4 2021/22 based on RPI is also estimated at 1.3%. |
| 3. The budget for KAA income is set at £318,276 (12 month @ £26,523). Filming/Events income is set at £6,000 as it is assumed to be earned after the KAA occupation (2024/25). Other income also includes UKPN (£3,446); and Investment income (£3,092) |
| 4. Only 0.13% assumed based on September 2019 RPI plus an allowance for a share of governance costs apportioned here. The forecast 2022/23 is estimated following procurement of the contract. |
| 5. Currently a fixed contribution. Every effort is being made to keep expenditure at a minimum. The stadium has some pressures on maintenance, including minimising legionella risks and providing fully operational changing rooms. |
| 6. Depending on the work done by the Council, every effort is being made to plan ad hoc works and to keep expenditure at a minimum. In 2021/22 refurbished sign are anticipated. |
| 7. Legal, audit and finance support costs are apportioned to the expenditure budgets. |

- 12.9.** The £774,859 planned contractual Ground Maintenance budget includes the £750,339 charge and £24,520 apportioned governance costs
- 12.10.** The budget for Contribution to Linford Christie Stadium, set at £63,510, includes the fixed contribution £31,500 and £2,010 apportioned governance costs. An additional £30,000 has been forecasted in 2020/21 and 2021/22 for anticipated changing room and other building works.
- 12.11.** Other budgeted expenditure of £45,000 includes non-routine maintenance and £1,471 apportioned governance costs.
- 12.12.** Please note that apart from the costs of the Project manager and replacement signs, this budget does not include other the recommendations within this report with cost implications. Any additional costs agreed by the Trust will be added to the proposed budget and reported at the next meeting.

Committee to Approve

Risk Assessment Schedule 2021/22 - WSCT

| 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 | High | May not be a financial loss | Trust is engaging with HS2 and TFL and the Old Oak development Corporation to agree outcomes that do not adversely impact. |
| 002 | Pay and Display income level | Lower income levels due to decisions taken about Pay and Display tariffs. | Medium | Medium | Potential loss of income. | Usage fluctuates. Pay & display tariffs are set to match those in nearby streets. The introduction of cashless parking has significantly reduced the theft risk. |
| 003 | Hammersmith Hospital Trust car park income | The licensing agreement with Hammersmith Hospital Trust has a three month notice period with a possible impact on the level of income. | High | Medium | Potential loss of income. | The Hospital relies on the car park. The Trust has been successful in securing increased income from this source in recent years. |
| 004 | Condition – Wormwood Scrubs car park | Wormwood Scrubs car park is in need of resurfacing. | High | Low | Significant expenditure. | Repair has been agreed as part of the renegotiation of the car park lease with the hospital. |
| 005 | Insurance claims against Trust | Liability of trust in case of personal injury claims. | Low | Low | Possible liability of Trust in case of insurance claim. | Wormwood Scrubs would be covered by the Council's insurance. |
| 006 | Safety of Artillery Wall | Cost of demolition, collapse could possibly lead to damage or liability of Trust. | Medium | Medium | Cost of demolition or insurance claims. | The condition of the wall is being monitored. The Council are considering demolishing it at no cost to the Trust. |
| 007 | Costs of Operating Linford Christie Stadium | Contribution by the Trust varies according to the trading conditions for the Stadium | High | Medium | Expenditure could be significant | In some years this contribution has been small, but it is volatile. The financial performance of the Stadium is monitored closely |
| 008 | Access Road from Scrubs Lane | Poor state and has the potential to lead to insurance claims | Medium | Medium | Possibly covered by insurance | |

Current Financial Forecast

WORMWOOD SCRUBS CHARITABLE TRUST
STATEMENT OF ACCOUNTS 2020/21 - Unaudited

| Wormwood Scrubs Charitable Trust | | | |
|--|---------------------|--------------------|---|
| Statement of Financial Activities for Year ended 31 March 2020 | | | |
| Income and Expenditure | 2020/21 Forecast | 2019/20 Actual | Notes |
| | £ | £ | |
| Income and endowments from: | | | |
| Donations and legacies | | | |
| Income from Charitable activities: | | | |
| Pay and Display Parking Meters | (202,127) | (324,945) | Covid-19 has had a significant effect on Parking Income. The current forecast is for only 62% of the 2019/20 outturn. |
| Hammersmith Hospital Car Park Licence | (353,547) | (346,995) | Contracted lease payments increased by 1.89% compared to 2019/20 |
| | 0 | 0 | |
| Other trading activities | (328,266) | (517,324) | Includes income from the KAA and UKPN charging points and HS2 Ltd reimbursement. |
| Income from Investments | (3,020) | (6,631) | Interest on cash balances and rental income from the park lodge. HS2 recharge income included in 2019/20 figures (offset by other expenditure) is not forecasted. |
| Other Income | | 0 | |
| Total Income and endowments | (886,960) | (1,195,896) | |
| Expenditure on: | | | |
| Raising funds | 0 | 0 | |
| Charitable activities: | | | |
| Contribution to Linford Christie Stadium | 63,611 | 84,205 | Contribution to Linford Christie Stadium plus proportion of governance costs. |
| Non Routine Maintenance of Wormwood Scrubs | 12,067 | 24,235 | Expenditure on non-routine grounds maintenance plus proportion of governance costs. |
| Routine Grounds Maintenance of Wormwood Scrub | 775,085 | 738,368 | Grounds Maintenance contracted spend plus proportion of governance costs. |
| | 0 | 0 | |
| Other expenditure | 4,610 | 201,883 | Ad hoc expenditure plus costs to be recovered from HS2 Ltd |
| Total Expenditure | 855,373 | 1,048,692 | |
| Net gains/(losses) on investments | | | |
| Net (income)/expenditure | (31,587) | (147,205) | |
| Reconciliation of Funds | | | |
| Total funds brought forward | (5,889,393) | (5,742,188) | |
| Total funds carried forward | (5,920,980) | (5,889,393) | |

All income is unrestricted.

Annexe C

Wormwood Scrubs Charitable Trust Transactions at 16 March 2021 (April to March)

22,684.45

| Activity | Comments | Amount £ |
|--|---|-------------|
| Routine Grounds Maintenance of Wormwood Scrubs | Quadron Idverde | 749,364.61 |
| Non Routine Maintenance of Wormwood Scrubs | Bell Decorating & Building Ltd SCRUBS REPLACEMENT INSPECTION COVERS | 300.00 |
| Non Routine Maintenance of Wormwood Scrubs | Indigo Lodge Limited GATE REPAIR | 480.00 |
| Non Routine Maintenance of Wormwood Scrubs | Indigo Lodge Limited OUTDOOR GYM CROSSBARS REMOVAL | 410.00 |
| Non Routine Maintenance of Wormwood Scrubs | Indigo Lodge Limited KAS/19925- WORMWOOD SCRUBS REPAIRS TO | 960.00 |
| Non Routine Maintenance of Wormwood Scrubs | Indigo Lodge Limited KAS/19926- WORMWOOD SCRUBS ACCESS ROAD | 245.00 |
| Non Routine Maintenance of Wormwood Scrubs | Indigo Lodge Limited KAS/19895- OUTDOOR GYMNASIUM REPAIR | 810.00 |
| Non Routine Maintenance of Wormwood Scrubs | Advanced Tree Services Limited | 300.00 |
| Non Routine Maintenance of Wormwood Scrubs | Bell Decorating & Building Ltd | 4,804.00 |
| Non Routine Maintenance of Wormwood Scrubs | ARD Playgrounds | 1,280.00 |
| Non Routine Maintenance of Wormwood Scrubs | Indigo Lodge Limited | 412.00 |
| Non Routine Maintenance of Wormwood Scrubs | Replacement of burned out bench | 200.00 |
| Non Routine Maintenance of Wormwood Scrubs | LITTER PICKING IN WORMWOOD SCRUBS AS PER | (238.14) |
| Non Routine Maintenance of Wormwood Scrubs | REMOVAL OF ENCAMPMENTS IN WORMWOOD SCRUB | (105.70) |
| Contribution to Linford Christie Stadium | WSCT Contributions to LCS | 30,000.00 |
| Contribution to Linford Christie Stadium | WSCT Contributions to LCS | 31,500.00 |
| Non Routine Maintenance of Wormwood Scrubs | Materials | 834.00 |
| Other trading activities | Land Use Consultants Limited | 9,581.25 |
| Other trading activities | Land Use Consultants Limited | (9,581.25) |
| Other trading activities | Land Use Consultants Limited | 12,870.00 |
| Other trading activities | Land Use Consultants Limited | (12,870.00) |
| Other trading activities | Land Use Consultants Limited | 16,695.00 |
| Other trading activities | Land Use Consultants Limited | (16,695.00) |
| Governance Costs - Legal | Legal fees - Lease - Kensington Dragons | 5,178.00 |
| Governance Costs - Legal | Legal fees | 7.00 |
| Governance Costs - Legal | Legal fees | 193.80 |
| Governance Costs - Legal | Legal fees | 345.60 |
| Governance Costs - Legal | Legal fees | 21.60 |
| Governance Costs - Legal | Legal fees | 583.20 |
| Governance Costs - Legal | Legal fees | 28.80 |
| Governance Costs - Legal | Legal fees | 324.00 |
| Governance Costs - Legal | Legal fees | 7.20 |
| Governance Costs - Legal | Legal fees | 698.40 |
| Governance Costs - Legal | Legal fees | 7.20 |
| Governance Costs - Legal | Legal fees | 453.60 |
| Governance Costs - Legal | Legal fees | 432.00 |
| Governance Costs - Legal | Legal fees | 14.40 |
| Governance Costs - Legal | Legal fees | 21.60 |
| Governance Costs - Legal | Legal fees | 237.60 |
| Governance Costs - Legal | Legal fees | 14.40 |
| Governance Costs - Legal | Legal fees | 2.15 |
| Governance Costs - Legal | Legal fees | 21.60 |
| Governance Costs - Legal | Legal fees | 64.80 |
| Governance Costs - Legal | Legal fees | 18.00 |
| Governance Costs - Legal | Legal fees | 14.40 |

| | | |
|--|--|--------------------|
| Governance Costs - Legal | Legal fees | 561.60 |
| Governance Costs - Legal | Legal fees | 691.20 |
| Governance Costs - Legal | Legal fees | 325.00 |
| Governance Costs - Legal | Legal fees | 352.80 |
| Governance Costs - Legal | Legal fees | 324.00 |
| Governance Costs - Legal | Legal fees | 12.50 |
| Governance Costs - Legal | Legal fees | 6.00 |
| Governance Costs - Legal | Legal fees | 468.00 |
| Governance Costs - Legal | Legal fees | 208.80 |
| Governance Costs - Legal | Legal fees | 250.00 |
| Governance Costs - Legal | Legal fees | 108.00 |
| Governance Costs - Legal | Legal fees | 518.40 |
| Governance Costs - Legal | Legal fees | 619.20 |
| Non Routine Maintenance of Wormwood Scrubs | Building works - Parks Lodge | 900.00 |
| Non Routine Maintenance of Wormwood Scrubs | ENG FEE WK1-48 20/21 H20WOOD01 WOODMAN MEWS (CARRI | 75.00 |
| Governance Costs - Audit | Audit fee | (5,115.00) |
| Governance Costs - Audit | Audit fee | (9,900.00) |
| Governance Costs - Audit | Audit fee | 15,015.00 |
| Governance Costs - Accrual | Audit fee | (15,015.00) |
| Pay and Display Parking Meters | Governance Costs - Audit | (7,135.75) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME MAY 2020 | (8,984.83) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME JUNE 2020 | (13,883.71) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME JULY 2020 | (18,973.08) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME AUGUST 2020 | (14,879.42) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME SEPTEMBER 2020 | (24,991.83) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME OCTOBER 2020 | (19,489.27) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME NOVEMBER 2020 | (20,266.83) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME DECEMBER 2020 VAT | (17,716.88) |
| Pay and Display Parking Meters | WORMWOOD SCRUBS PARKING INCOME JANUARY 2021 | (17,085.54) |
| Other trading activities | FILMING HIRE OF FOOTBALL PITCH | (385.56) |
| Other trading activities | FILMING HIRE OF FOOTBALL PITCHES | (8,776.90) |
| Hammersmith Hospital Car Park Licence | Charing Cross Hospital PERIOD Q1: 25/03/20 TO 23/06/20 (W'WD SCBS CR PK) | (88,091.00) |
| Hammersmith Hospital Car Park Licence | Charing Cross Hospital PERIOD: 24/06/20 TO 28/09/20 (W'WD SCBS CR PK) | (88,091.00) |
| Hammersmith Hospital Car Park Licence | Charing Cross Hospital PERIOD: 29/09/20 TO 24/12/20 (W'WD SCBS CR PK) | (88,091.00) |
| Hammersmith Hospital Car Park Licence | Charing Cross Hospital PERIOD: 25/12/20 TO 24/03/21 (W'WD SCBS CR PK) | (89,274.25) |
| Other trading activities | Kensington Aldridge Academy APRIL 2020 | (25,750.00) |
| Other trading activities | Kensington Aldridge Academy MAY 2020 | (25,750.00) |
| Other trading activities | Kensington Aldridge Academy JUNE 2020 | (25,750.00) |
| Other trading activities | Kensington Aldridge Academy JULY 2020 | (25,750.00) |
| Other trading activities | Kensington Aldridge Academy RENT SHORTFALL FOR PERIOD 13/07/20 TO 31/07/20 | (473.77) |
| Other trading activities | Kensington Aldridge Academy AUGUST 2020 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy SEPTEMBER 2020 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy OCTOBER 2020 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy NOVEMBER 2020 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy DECEMBER 2020 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy JANUARY 2021 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy FEBRUARY 2021 | (26,523.00) |
| Other trading activities | Kensington Aldridge Academy MARCH 2021 | (26,523.00) |
| Other trading activities | UPKN RENT 2020/21 @ X3446 P.A. | (3,446.00) |
| Income from Investments | Mr Jenkyns Keigwin APRIL TO JUNE 2020 - PK LDG | (273.00) |
| Income from Investments | Mr Jenkyns Keigwin JULY TO SEPT 2020 - PK LDG | (273.00) |
| Income from Investments | Mr Jenkyns Keigwin OCTOBER TO DECEMBER 2020 - PK LDG | (273.00) |
| Income from Investments | Mr Jenkyns Keigwin JANUARY TO MARCH 2021 - PK LDG | (273.00) |
| | | (25,662.00) |

Wormwood Scrubs Charitable Trust Transactions at 16 March 2021 (April to March)

| | | | 22,684.45 |
|--------------------------|--|----------|------------------|
| Activity | Comments | Amount £ | |
| Governance Costs | Basic Pay December 2020 | | 3,633.25 |
| Governance Costs | Basic Pay January 2021 | | 3,633.25 |
| Governance Costs | Basic Pay February 2021 | | 3,633.25 |
| Governance Costs | Basic Pay March 2021 | | 3,633.25 |
| Governance Costs | Salary Oncost December 2020 | | 400.37 |
| Governance Costs | Salary Oncost January 2021 | | 400.37 |
| Governance Costs | Salary Oncost January 2021 | | 400.37 |
| Governance Costs | Salary Oncost February 2021 | | 400.37 |
| Governance Costs | Salary Oncost December 2020 | | 621.28 |
| Governance Costs | Salary Oncost January 2021 | | 621.28 |
| Governance Costs | Salary Oncost January 2021 | | 621.28 |
| Governance Costs | Salary Oncost February 2021 | | 621.28 |
| Governance Costs | Administrative costs | | 9.63 |
| Governance Costs | Administrative costs | | 8.28 |
| Governance Costs | Legal fees | | 4,924.80 |
| Governance Costs | Legal fees | | 856.80 |
| Governance Costs | Legal fees | | 201.60 |
| Consultancy and Works | TEMPORARY TENNIS COURT SIGNS | | 178.75 |
| Governance Costs | Reimbursement from HS2 Limited 2017/18 Staff | | 2,354.24 |
| Governance Costs | Reimbursement from HS2 Limited 2018/19 Staff | | 11,567.84 |
| Governance Costs | Reimbursement from HS2 Limited 2019/20 Staff | | 5,569.23 |
| Governance Costs | Reimbursement from HS2 Limited 2017/18 Legal & Admin | | 350.68 |
| Governance Costs | Reimbursement from HS2 Limited 2018/19 Legal & Admin | | 2,217.00 |
| Governance Costs | Reimbursement from HS2 Limited 2019/20 Legal & Admin | | 1,488.00 |
| HS2 Limited Transactions | | | 48,346.45 |
| | | | 22,684.45 |