



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: WEDNESDAY, 22 JANUARY 2020

Time: 5.00 pm

Venue: COMMITTEE ROOM 1 - 2ND FLOOR WEST WING, GUILDHALL

Members: Karina Dostalova (Chairman)
Anne Fairweather (Deputy Chair)
Mark Bostock
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Alderman Gregory Jones QC
Wendy Mead
Ruby Sayed
Deputy John Tomlinson
William Upton QC
John Beyer (Heath & Hampstead Society)
Councillor Richard Cornelius (London Borough of Barnet)
Sam Cooper (English Heritage)
Rachel Evans (Royal Society for the Protection of Birds)
Councillor Thomas Gardiner (London Borough of Camden)
Adeline Siew Yin Au (Ramblers' Association)
Graeme Doshi-Smith (Ex-Officio Member)
Oliver Sells QC (Ex-Officio Member)

Enquiries: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

**Supper will be served in the Guildhall Club at the rising of the meeting
N.B. Part of this meeting could be the subject of audio or visual recording**

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 13 November 2019.

For Decision
(Pages 1 - 10)

4. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21 - OPEN SPACES DEPARTMENT**

Joint report of the Chamberlain and the Director of Open Spaces

For Decision
(Pages 11 - 30)

5. **HAMPSTEAD HEATH TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

Report of the Chamberlain.

For Information
(Pages 31 - 68)

6. **HIGHGATE WOOD & QUEEN'S PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

Report of the Chamberlain.

For Information
(Pages 69 - 98)

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 13 November 2019.

For Decision
(Pages 99 - 102)

11. **SWIMMING REVIEW**
The Superintendent to be heard.

For Information

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Wednesday, 13 November 2019**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 13 November 2019 at 4.00 pm

Present

Members:

Karina Dostalova (Chairman)
Anne Fairweather (Deputy Chair)
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Alderman Gregory Jones QC
Wendy Mead
Ruby Sayed
Deputy John Tomlinson
John Beyer (Heath & Hampstead Society)
Councillor Richard Cornelius (London Borough of Barnet)
Sam Cooper (English Heritage)
Councillor Thomas Gardiner (London Borough of Camden)
Adeline Siew Yin Au (Ramblers' Association)

Officers:

Colin Buttery	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Katherine Radusin	- PA to Superintendent of Hampstead Heath
Richard Gentry	- Constabulary and Queen's Park Manager
Declan Gallagher	- Operational Services Manager
Yvette Hughes	- Business Manager Hampstead Heath
Alison Elam	- Group Accountant, Chamberlain's Department
Sufina Ahmad	- Corporate Strategy Manager, Town Clerk's Department
Carl Locsin	- Media Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Mark Bostock, Rachel Evans, Graeme Doshi-Smith, Oliver Sells QC and William Upton QC.

There were no declarations from Members under the code of conduct in respect of items on the agenda.

2. MINUTES

RESOLVED, that the public minutes of the meeting held on 11 September 2019 were approved as a correct record.

3. **OUTSTANDING ACTIONS**

Members noted the various outstanding actions and the updates provided thereon.

With regards to Actions 2 and 4, the Chairman advised that a priority list of items had been agreed to go into the capital bidding process which included the public toilets at Queen's Park.

4. **OTHER MINUTES**

4.1 **Hampstead Heath Consultative Committee**

The draft public minutes of the Hampstead Heath Consultative Committee meeting held on 14 October 2019 were received.

A Member noted the discussion concerning swimming facilities at the Heath and felt that it needed to be highlighted to the local community that it cost the City Corporation to provide these facilities and keep them safe.

4.2 **Highgate Wood Consultative Group**

The draft public minutes of the Highgate Wood Consultative Group meeting held on 9 October 2019 were received.

4.3 **Queen's Park Consultative Group**

The draft public minutes of the Queen's Park Consultative Group meeting held on 9 October 2019 were received.

5. **KENWOOD EVENTS 2019/20**

Members received a verbal update from the Kenwood House General Manager regarding events at Kenwood House and the following comments were made:

- The Kenwood House General Manager advised that Kenwood House had again hosted two public engagement meetings to receive advice and feedback from the public concerning its outdoor events and inform the 2020 Events Programme. A summary of the feedback was provided in the agenda pack.
- Members were advised that the visitor count for outdoor events in 2019 was 44,900 people and that capturing these figures was good for funding bids.
- It was noted that Kenwood House remains open all year and that its access routes were important to the local community. Accessibility was a key issue raised by residents at the 2018 engagement sessions.
- The community were supportive of outdoor events but were keen that the building/breakdown of structures had a limited impact on the site. Dust was identified as an impact to Kenwood House itself and solutions

were being identified to protect the building. There were also issues with the use of South Terrace.

- The House Festival generated £75k in donations.
- The 2020 Events Programme would be updated in February incorporating all feedback.
- Members found the process useful and it was noted that the Heath had similar commitments to the local community regarding pathways and access.

6. **SUPERINTENDENT'S UPDATE**

Members considered a report of the Superintendent providing an update on matters concerning Hampstead Heath, Highgate Wood and Queen's Park. The Superintendent drew Members' attention to the three recommendations proposed in the report.

Golders Hill Park Accessible Car Park

- Members were advised that there had been constructive engagement with users and the next steps were to appoint a Consultant to develop options to facilitate weekend and bank holiday access. Members would be consulted on the proposals in due course.
- Members agreed with the proposed next steps.

Dog walking consultation exercise

- Members were advised that the outcomes of the dog walking consultation exercise were presented to HHCC Members and their feedback was incorporated into the process. A Code of Conduct would be developed using the feedback and would be brought to the Committee for decision.
- A Member noted that a similar process was being rolled out by London Borough of Barnet which could cause potential displacement of dog walkers towards the Heath and agreed to liaise with colleagues.
- Members were advised that the Heath was working with English Heritage to ensure the Kenwood Estate was not adversely impacted.

Forest Schools

- Members were advised that there had been increasing interest from Forest Schools of all sizes. This had led to a need to review the carrying capacity of the Heath in order to inform and develop long-term licencing arrangements.

- It was noted that compaction was being experienced as an impact of Forest Schools at Highgate Wood.
- The Superintendent advised that two significant applications for Hampstead Heath had been received along with an application to expand a school already operating.
- It was noted that there was one Forest School operating on the Kenwood Estate.
- Members were supportive of Forest Schools in principle, as they encouraged education and natural play for children, but were mindful that they had a clear impact on the Heath and its other users.
- Members were advised that the City of London Corporation Open Spaces Act 2018 included powers and procedures to introduce licensing schemes. It was agreed the events process was not suitable to review big applications and that a specific licencing scheme to properly manage and control Forest Schools was necessary.
- In response to queries regarding charging, Members were informed that the charges would be developed in line with the licensing scheme. Forest Schools would also be charged for inspections and maintenance would be covered under the license fee.
- A Member highlighted the difference between local schools bringing schoolchildren to the City Corporation's open spaces and Forest Schools which were commercial operations.

RESOLVED – That Members:-

- Agree the proposed next steps in relation to the Golders Hill Park Accessible Car Park as detailed in para 20;
- Provide feedback and views in relation to the outcomes of the recent dog walking consultation exercise (appendix 3);
- Agree the proposals in relation to Forest Schools as set out in paras 27-28.

7. FEES AND CHARGES 2020/21 & 2021/22

Members considered and approved a report of the Superintendent of Hampstead Heath setting out the proposed fees and charges for sports facilities and services provided at Hampstead Heath, Highgate Wood and Queen's Park for 2020/21 and the proposed fees and charges for Weddings and Civil Ceremonies for 2021/22.

Members were advised that the report had been to the Hampstead Heath Swim Forum, Sports Advisory Forum and Consultative Committee for input.

With regards to paragraph 14, it was noted that the swimming charges would be kept under review.

A Member queried what the position was regarding providing contactless and online payments for swimmers and what the timeline would be following the delay. It was highlighted that the Chairman and Deputy Chair were passionate about facilitating the use of technology, which would improve the visitor experience.

The Superintendent advised that the availability of contactless payments was being actively progressed across the City Corporation's open spaces. However, ongoing issues concerning connectivity, technical implementation and security issues had caused significant delays. It was hoped this would be in place by April 2020. Online booking and payment collection is already for tennis. Members agreed that offering contactless and online payments were "spend to save" projects that needed to be implemented.

RESOLVED – That Members:-

- Agree the proposed fees and charges for 2020/21 and 2021/22, as set out in Appendix 1 of this report;
- Agree for the new Bandstand and Meeting Room charges to be introduced from 14 November 2019 as set out in paras 16 & 17.

8. **QUEEN'S PARK CAFÉ - ENGAGEMENT AND CONSULTATION EXERCISE**
Members considered and approved a report of the Superintendent of Hampstead Heath providing Members with an update concerning the Queen's Park Café Engagement and Consultation Exercise.

The Chairman voiced gratitude to Hoxton Beach who were currently operating on a Tenancy at Will basis at the Queen's Park Café, following the Urban Leisure Group's notice to terminate their lease.

Members were advised that the feedback received during the engagement had been beneficial and a revised timeline for the delivery of the project and the tendering of the Highgate Wood Pavilion Café and the Queen's Park Café had been approved. Consultation with the Highgate Wood and Queen's Park Consultative Groups would follow.

A Member recommended that as part of the negotiations, it was preferable to offer a reduced rent during the establishment phase rather than a rent-free period.

RESOLVED – That:-

- Members note the outcomes of the public engagement and consultation undertaken by Groundwork London (Appendix 1);

- Members agree the revised timeline for the tendering of the Queen's Park Café and the Highgate Wood Pavilion Café (Para 12);
- Members agree that further consultation is carried out with the Queen's Park Consultative Group and the Highgate Wood Consultative Group regarding the development of tender documentation supporting the tender process of both cafés (Para 13).

9. **MANAGEMENT FRAMEWORK UPDATE**

Members considered a report of the Superintendent of Hampstead Heath providing Members with an update on the development of the Measurement Framework, along with second quarter updates on the Divisional Plan and Annual Work Programme.

An Annual Update had been prepared to demonstrate what had been achieved over the last year and to set out our priorities for the coming year. The Measurement Framework was being developed which would enable the Team to assess progress towards achieving the Outcomes and Priorities contained in the Hampstead Heath Management Strategy 2018-2028.

It was noted that there were two corrections within the Annual Work Programme update: Tree Team should list paragraphs 6-12 instead of 11-15 and Constabulary should list paragraphs 28-32 instead of 44-49.

RESOLVED – That:

- Members receive the 2nd Quarter updates for the Hampstead Heath Divisional Plan 2019-2022 and the Annual Work Programme.

10. **THE CITY OF LONDON CORPORATION'S DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2020-25**

Members received a report of the Head of Corporate Strategy and Performance concerning the City of London Corporation's Draft Sport and Physical Activity Strategy for 2020-25. The following comments were made:

- The Chairman noted that the Strategy had been considerably revised since Members first saw it and was undergoing a new round of engagement with relevant Committees for feedback before it was finalised.
- The Chairman noted that the Hampstead Heath Sports Advisory Forum was listed as a contributor but were not listed to receive the updated Strategy again to provide input. It was agreed that the Strategy would be shared with the Sports Advisory Forum, and that Members would be asked to provide feedback which would be fed into the HHCC meeting in January 2020.
- The Chairman queried the governance of the proposed Sport and Physical Activity Working Party, who it would report to and which budgets would be used. Members were advised that many Departments

had been approached and this would be reviewed following the Fundamental Review and Governance Review.

- Members agreed that clarity was needed on alignment in terms of where the Strategy would report into and how it will be funded to ensure that the responsibility of funding would not fall solely on Open Spaces. It was agreed it would be helpful for the Working Party to report to the Policy & Resources Committee.
- The Deputy Chair explained that some of the work included things Open Spaces already did but was pleased to see that the Strategy acknowledged Open Spaces and the work it does.
- The Chairman stated that following a request at Public Relations and Economic Development Sub Committee work was being carried out to work out the current spend on sport and physical activity. Members were advised that information was being sought from colleagues in various Departments and information would be circulated ahead of the next PRED meeting and included in the final draft of the Strategy.
- Members felt that the sport engagement costings should be included, and a clear rationale provided for why the Director of Communications was not including an uplift on sport engagement. Members were advised that in terms of uplifts, the figures included within the Strategy would be static. It was suggested that a line could be added stating that consideration be given to the fact that these figures might need to increase over the course of the Strategy.
- The Chairman felt that the Director of Communications should already be planning for an uplift as the motion at Court illustrated that this was now a fully supported priority for the organisation. A Member added that this should come out of the Director of Communication's own Local Risk Budget.
- A Member recommended ensuring the Strategy was fully aligned with Sport England's criteria for drafting strategies as this could assist with funding opportunities in the future. It was noted that a Member of HHCC offered to assist due to his expertise developing sports strategies. Officers agreed to follow up with the Member.

RECEIVED.

11. **BREXIT PLANNING**

Members received a verbal update from the Director of Open Spaces concerning Brexit planning.

Members were advised that negotiations had been halted pending the results of the General Election in December. It was noted that the City Corporation would continue to plan for all outcomes and that protecting grant aid was a particular focus for Open Spaces.

12. **FUNDAMENTAL REVIEW UPDATE**

Members received a verbal update from the Director of Open Spaces concerning the Fundamental Review.

Members were advised that there was no report on the agenda providing the draft 2020/21 Budget or Business Plan, which normally came to the year-end meeting for review, as this was on hold due to the Fundamental Review. The Director of Open Spaces confirmed that the Open Spaces Department was working on figures with a 2% efficiency and that the Town Clerk was looking at dates for an extraordinary Committee meeting in January for Members to discuss and approve the budget and Business Plan for the next year.

A Member queried whether the 2% efficiency included inflation. Members were advised that this was a continuation of efficiency but that the Department would receive a 2% uplift from inflation which would neutralise the budget.

In response to a query regarding Departments not providing the requested data targets for 2020/21, Members were informed that the Open Spaces Department had provided all estimates and reviewed 400+ projects.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

15. **EXCLUSION OF THE PUBLIC**

RESOLVED, that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

16. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 11 September 2019 were approved as a correct record.

17. **NON-PUBLIC SUPERINTENDENT'S UPDATE**

Members received a non-public verbal update from the Superintendent of Hampstead Heath on matters concerning Hampstead Heath, Highgate Wood and Queen's Park.

18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were two urgent items.

The meeting ended at 5.50 pm

Chairman

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

This page is intentionally left blank

Committee:	Date:
Hampstead Heath, Highgate Wood and Queens Park Committee	22/01/2020
Subject: Departmental and Service Committee Budget Estimates and high-level summary Business Plan 2020/21 - Open Spaces Department	Public
Report of: The Chamberlain and the Director of Open Spaces	For Decision
Report authors: Derek Cobbing – Chamberlains Department Gerry Kiefer – Open Spaces Department	

Summary

This report presents for approval the budget estimates for the Hampstead Heath, Highgate Wood and Queens Park Committee for 2020/21, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director. The report also includes the Open Spaces Department final draft high-level summary Business Plan.

Recommendation

Members are asked to:

- i) review and approve the Hampstead Heath, Highgate Wood and Queens Park Committee's proposed revenue budget for 2020/21 for submission to Finance Committee,
- ii) review and approve the Hampstead Heath, Highgate Wood and Queens Park Committee's capital and supplementary revenue projects budgets for 2020/21 for submission to Finance Committee,
- iii) authorise the Chamberlain in consultation with the Director of Open Spaces to revise these budgets to allow for any further implications arising from the Fundamental Review, Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- iv) agree that minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain,
- v) note the final draft high-level summary Department Business Plan for 2020/21.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2020/21, the high-level summary Business Plan has been further evolved to make use of the information now available and give a better overview of how the department's work contributes to the Corporate Plan. It provides an overview of departmental activity and resources, mainly but not limited to the forthcoming 12 months, including capital and revenue projects. As a high-level summary, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.
3. For the first time in 2020/21, high-level summary Business Plans are being brought forward alongside budget estimates, pending full integration of the processes for 2021/22, to inform medium-term financial planning and the development of spending priorities. This report therefore presents the budget estimates and draft final high-level summary Business Plan together as one report and appendices.

Proposed revenue budget for 2020/21

4. This report presents, in Table 1 at Appendix 1, the budget estimates for 2020/21 for the Hampstead Heath, Highgate Wood and Queens Park Committee analysed between:
 - Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
5. The provisional 2020/21 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These

include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. For 2020/21 there has been a 2% allowance for pay and price increases and a 2% efficiency saving. Furthermore, there has been a budget reduction of £25,000 in savings as part of the Fundamental Review, all of which are within Local Risk. The budget has been prepared within the resources allocated to the Director.

Income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) have been commented on and are referenced in the relevant table. Overall there is a decrease of £198,000 between the 2019/20 original budget and the 2020/21 original budget. The movement is explained in the following paragraphs.

6. Analysis of the movement in staff related costs are shown in Table 2 below. There is an increase of £131,000 in employee expenditure between the 2019/20 original budget and the 2020/21 original budget. Factors influencing this overall increase are a provision of 2% for potential pay awards, and incremental progression.

Table 2 - Staffing statement	Original Budget		Latest Approved Budget		Original Budget	
	2019/20		2019/20		2020/21	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Hampstead Heath	116.68	(5,065)	116.07	(5,097)	113.68	(5,222)
Queen's Park	11.80	(508)	11.80	(455)	11.80	(466)
Highgate Wood	7.55	(364)	7.55	(374)	7.55	(380)
TOTAL	136.03	(5,937)	135.42	(5,926)	133.03	(6,068)

7. The decrease of £135,000 from the 2019/20 original budget to the 2020/21 original budget in the City Surveyor (see Table 3 below) is mainly within the Cyclical Works

Programme. The Cyclical Works Programme is subject to a bid of resources each year with funding not ring-fenced to individual clients, amounts vary considerably for departments as it is all based on an agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the 2019/20 OR to 2020/21 OR budgets will reflect the change in bids each year and the number of projects which are being delivered over the three years of the programme.

TABLE 3 – CYCLICAL WORKS PROGRAMME & CITY SURVEYOR LOCAL RISK			
Repairs and Maintenance (including cleaning)	Original Budget 2019/20 £'000	Latest Approved Budget 2019/20 £'000	Original Budget 2020/21 £'000
Cyclical Works Programme			
Hampstead Heath	(1,426)	(2,114)	(1,217)
Queen's Park	(89)	(57)	(37)
Highgate Wood	(118)	(153)	(218)
	(1,633)	(2,324)	(1,472)
Planned & Reactive Works (Breakdown & Servicing – City Surveyor Local Risk)			
Hampstead Heath	(324)	(390)	(332)
Queen's Park	(37)	(35)	(47)
Highgate Wood	(33)	(40)	(41)
	(394)	(465)	(420)
Cleaning (City Surveyor Local Risk)			
Hampstead Heath	(23)	(23)	(23)
	(23)	(23)	(23)
Total Cyclical Works Programme & City Surveyor	(2,050)	(2,812)	(1,915)

Potential Further Budget Developments

8. The provisional nature of the 2020/21 revenue budget recognises that further revisions may be required, including in relation to:
 - Decisions on funding of the Cyclical Works Programme by the Resource Allocation Sub-Committee.
 - Further budget adjustments in relation to the Fundamental Review.

Revenue Budget 2019/20

9. The 2019/20 latest approved budget includes £16,000 in lieu of contribution pay, £64,000 to address energy inflation costs, and a reduction of £1,000 for a resource transfer to the City of London Cemetery. The forecast outturn for the current year

is in line with the latest approved budget of £8.766M. Movement of the 2019/20 Original Budget to the 2019/20 Latest Approved Budget can be found in Appendix 4.

Draft Capital and Supplementary Revenue Project budgets for 2020/21

10. An annual funding cycle to prioritise capital projects is being introduced for the first time this year, these bids will align with the Departmental Business Plan and Medium-Term Financial Planning process. Details of these proposed capital projects which were submitted to Resource Allocation Sub-Committee on the 12th December can be found in Appendix 3 along with the decision.

11. The latest estimated costs of the Committee's current capital and supplementary revenue projects are summarised in the Table below.

Service Managed	Project	Exp. Pre 01/04/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Later Years £'000	Total £'000
Pre-implementation							
Hampstead Heath	East Heath car park resurfacing	(18)	(3)				(21)
Queens Park	Sandpit and Toilet Block		(14)				(14)
Authority to start work granted							
Hampstead Heath	Play areas redevelopment	(16)	(84)				(100)
TOTAL HAMPSTEAD HEATH		(34)	(101)	0	0	0	(135)

- i. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
- ii. The East Heath Car Park and Queens Park Sandpit and Toilet Block projects are currently on hold under the Fundamental Review and therefore the above figures do not include the costs of implementation. Progression to 'authority to start work' stage will be subject to the approval of annual capital bids for central funding.
- iii. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2020.

Final draft high-level summary Open Spaces Department Business Plan for 2020/21

12. This report presents, at Appendix 6, the draft final high-level summary Business Plan for 2020/21 for the Open Spaces Department. Appendix 7 shows the detail behind the activity statements contained within the high-level plan.
13. This year's Business Plan continues to be based on delivering the vision for the Department: *We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.* The Department's activities will deliver the three Departmental objectives and twelve outcomes.
14. The vision, objectives and outcomes were agreed by the Open Spaces and City Gardens Committee on 16 April 2019. They were developed during 2017 and 2018 by a cross divisional Board of officers who consulted widely with colleagues across all divisions. The activities that will achieve these outcomes (shown in appendix 6 and in detail in appendix 7) were developed in consultation with the Departments Senior Leadership team, business managers and divisional management teams and collates information outlined in divisional annual work programmes and management plans.
15. In 2018 the Department reviewed its activity against the Corporate Plan's twelve outcomes. It identified that the Department was delivering against ten of the twelve Corporate Plan outcomes. The largest area of delivery was within the Corporate Plan Aim 'Shape outstanding environments'. A pie chart showing our activity against the twelve outcomes is shown in the high-level business plan – Appendix 6.
16. Our green flag and green heritage performance measures benchmark the Department against other parks and open spaces across the Country. Our performance within London in Bloom provides a regional benchmark.
17. The Business Plan's key activities are those which will have the greatest impact to residents, workers and visitors within the square mile e.g. progressing Finsbury Circus reinstatement and providing a Visitor Centre at The Monument (both subject to RASC capital funding approval). They will also benefit the local communities around our outer London sites e.g. West Ham Park playground replacement, progressing West Ham Park nursery site and biodiversity improvements around Burnham Beeches.
18. The Open Spaces Act 2018 enables the introduction of new management capabilities. We will use this opportunity to develop and extend our licencing arrangements, offer longer leases for commercial use of our buildings and implement agreed approaches for commercial wayleaves.

19. Across the Department we have identified 2% ongoing efficiency savings. For example, City Gardens will review the impact of the use technology to improve efficiency and provide intelligent management information and share their learning. We will introduce more 'on line' forms and on-line payment methods, continue to tender contracts and leases. At Hampstead Heath we will be implementing a new waste strategy which will encourage recycling and reduce waste disposal costs.
20. We will be assessing, developing and implementing several new income generating initiatives such as new licencing opportunities e.g. commercial dogwalkers and fitness instructors; charging for car parking on new sites and addressing payment non-compliance. Both existing and new income generating opportunities will be more efficient and customer friendly but will necessitate the provision of reliable, appropriate, cost effective, cash free payment systems.
21. The Department is a committed partner in the Climate Action Technical Group. In conjunction with the Department for Built Environment and Town Clerk's Innovation and Growth division we will be working to evaluate the current level of carbon sequestration in our Open Spaces. We will also look to identify new land management opportunities which could increase future carbon sequestration potential.

Corporate & Strategic Implications

22. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims, as shown by the pie chart within the draft final high-level business plan.

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have access to the skills and talent we need.

Shape outstanding environments

7. We are digitally and physically well-connected and responsive.
8. We inspire enterprise, excellence, creativity and collaboration.
9. We have clean air, land and water and a thriving and sustainable natural environment.
10. Our spaces are secure, resilient and well-maintained.

Security Implications

23. None

Public sector equality duty

24. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are annually benchmarked with neighbouring facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

25. This report presents the budget estimates and final high-level summary Business Plan for 2020/21 for the Hampstead Heath, Highgate Wood and Queens Park Committee for Members to consider and approve.

Appendices

- Appendix 1 – Budget estimates 2020/21 Table 1
- Appendix 2 – Support Services and Capital Charges
- Appendix 3 – Capital Project Bids for 2020/21
- Appendix 4 – Original Local Risk 2019/20 budget to Latest Approved 2019/20 Local Risk Budget
- Appendix 5 – Original 2019/20 Local Risk Budget to Original Local Risk 2020/21 budget
- Appendix 6 – Final draft high-level summary Business Plan 2020/21
- Appendix 7 – Detail behind the high-level business plan

Gerry Kiefer
Directorate Business Manager, Open Spaces Department
T: 020 7332 3517
E: gerry.kiefer@cityoflondon.gov.uk

Derek Cobbing
Senior Accountant, Chamberlains Department
T: 020 7332 3519
E: derek.cobbing@cityoflondon.gov.uk

Appendix 1

TABLE 1 HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2018-19 £'000	Original Budget 2019-20 £'000	Latest Approved Budget 2019-20 £'000	Original Budget 2020-21 £'000	Movement 19-20OR to 20-21OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(5,593)	(5,937)	(5,926)	(6,068)	(131)	6
Premises Related Expenses	L	(442)	(366)	(452)	(390)	(24)	
City Surveyor's Local Risk inc cleaning	L	(508)	(417)	(488)	(443)	(26)	
Cyclical Works Programme	L	(1,156)	(1,633)	(2,324)	(1,472)	161	7
Transport Related Expenses	L	(152)	(101)	(100)	(115)	(14)	
Supplies & Services	L	(994)	(502)	(522)	(500)	2	
Supplies & Services	C	(15)	-				
Capital Charges - Depreciation	C	(231)	(234)	(239)	(235)	(1)	
Total Expenditure		(9,091)	(9,190)	(10,051)	(9,223)	(33)	
INCOME							
Other Grants, Reimbursements and Contributions	L	5	-	-	-	-	
Customer, Client Receipts	L	1,910	1,659	1,674	1,818	159	a)
Investment Income	C	1,164	1,163	1,378	1,378	215	b)
Transfer from Reserves	L	8	-				
Total Income		3,087	2,822	3,052	3,196	374	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(6,004)	(6,368)	(6,999)	(6,027)	341	
SUPPORT SERVICES							
Central Support		(1,374)	(1,341)	(1,330)	(1,244)	97	d)
Recharges within Fund		(87)	(188)	(420)	(433)	(245)	c)
Recharges across Fund		(15)	(22)	(17)	(17)	5	
Total Support Services		(1,476)	(1,551)	(1,767)	(1,694)	(143)	
TOTAL NET (EXPENDITURE)		(7,480)	(7,919)	(8,766)	(7,721)	198	

a) The Customer and Client Receipts budget has been amended and realigned to reflect the additional income generation that has been achieved, along with that planned as part of the Fees and Charges review. The areas that have

been adjusted include car parking, bench sponsorship and licensing – including Forest Schools.

- b) Increase in the contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust.
- c) The increase of £245,000 in Recharges within Fund is mainly due to an increase in the Directorate/Learning Programme where costs are fully recoverable from other Open Spaces.
- d) The decrease in Central Support is mainly due to the Comptroller and City Solicitor's Recharges transferring to Local Risk within each Chief Officer under the new Trading Account arrangement.

Appendix 2

Support Services to/from Hampstead Heath, Queen's Park & Highgate Woods Committee	Actual 2018-19 £'000	Original Budget 2019-20 £'000	Latest Approved Budget 2019-20 £'000	Original Budget 2020-21 £'000	Movement 2019-20OR to 2020-21OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(311)	(307)	(307)	(307)	-	
Insurance	(97)	(97)	(104)	(107)	(10)	
I.S.Recharges - Chamberlain	(338)	(305)	(322)	(284)	21	
Support Services-						
Chamberlain (inc CLPS recharges)	(179)	(167)	(204)	(178)	(11)	
Comptroller and City Solicitor	(99)	(98)	(30)	(23)	75	a)
Town Clerk	(234)	(274)	(266)	(247)	27	
City Surveyor	(116)	(93)	(97)	(98)	(5)	
Total Support Services	(1,374)	(1,341)	(1,330)	(1,244)	97	
<u>Recharges Within Fund</u>						
Directorate Recharges	(137)	(224)	(285)	(291)	(67)	b)
Learning Recharges	(45)	(59)	(230)	(237)	(178)	c)
Corporate and Democratic Core	95	95	95	95	-	
Total Recharges Within Fund	(87)	(188)	(420)	(433)	(245)	
Total Recharges Across Fund – Reservoir Inspections	(15)	(22)	(17)	(17)	5	
Total Support Services	(1,476)	(1,551)	(1,767)	(1,694)	(143)	

- a) Reduction due to the Comptroller and City Solicitor budget transferring to Chief Officer's Local Risk under the new Trading Account arrangement.
- b) Increase in Recharges are due to the increase in the Directorate budget which is fully rechargeable.
- c) The increase in Learning Recharges relate to additional resources to support the Learning programme agreed by RASC which are rechargeable.

Appendix 3

Capital Project Bids for 2020/21

Project - East Heath Car Park Resurfacing

Status - Agreed

Project – Queens Park Public Toilet Rebuild

Status – To be resubmitted (January's Resource Allocation Sub-Committee)

Project - Parliament Hill Athletics Track Resurfacing

Status - To be resubmitted (January's Resource Allocation Sub-Committee)

Appendix 4

Movement from the 2019/20 Original Budget to the 2019/20 Latest Approved Budget

Hampstead Heath, Highgate Wood and Queens Park	£000
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(5,664)
Director of Open Spaces	
Increase to energy budgets following additional resources agreed at RASC	(64)
Contribution towards purchase of a vehicle at the Cemetery and Crematorium	1
Contribution Pay	(16)
City Surveyor	
Changes in the phasing over the 3-year cycle of the Cyclical Works Programmes	(71)
Latest Approved Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(5,814)

Appendix 5

Movement from the 2019/20 Original Budget to the 2020/21 Original Budget

Hampstead Heath, Highgate Wood and Queens Park	£000
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(5,664)
Director of Open Spaces	
Apprentices	46
Fundamental Review – savings	10
Inflation 2%	(107)
Efficiency savings 2%	107
Increase to energy budgets following additional resources agreed at RASC	(64)
City Surveyor	
Planned & Reactive Works including Cleaning	(26)
Original Net Local Risk Budget (Director of Open Spaces & City Surveyor)	(5,698)

This page is intentionally left blank

DEPARTMENT VISION:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

Department objectives:

Open Spaces Department's twelve outcomes:

A. Open spaces and historic sites are thriving and accessible.

1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
2. London has clean air and mitigates flood risk and climate change (11)
3. Our spaces are accessible, inclusive and safe (1)
4. Our habitats are flourishing, biodiverse and resilient to change (11)

B. Spaces enrich people's lives.

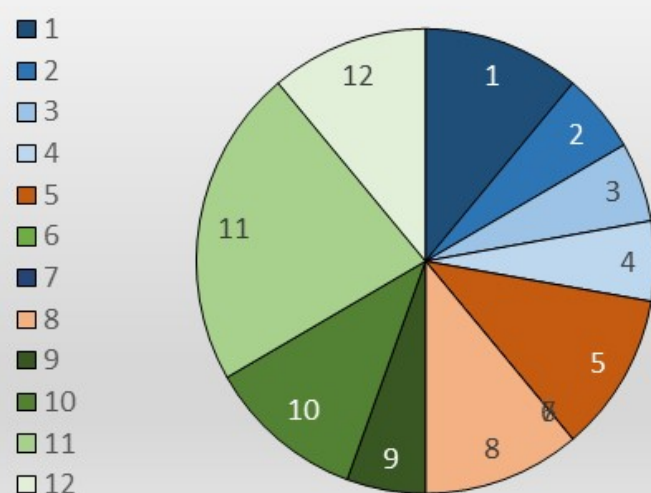
5. People enjoy good health and wellbeing (2)
6. Nature, heritage and place are valued and understood (3)
7. People feel welcome and included (4)
8. People discover, learn and develop (3)

C. Business practices are responsible and sustainable.

9. Our practices are financially, socially and environmentally sustainable (5)
10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
12. Everyone has the relevant skills to reach their full potential (8)

The numbers in brackets show how the Open Spaces outcomes link to the 12 Corporate Plan 2018 - 2023 Outcomes

Open Spaces Activity mapped to the 12 Corporate Plan Outcomes



Corporate Aim	%
A. Contribute to a flourishing society	28%
B. Support a thriving economy	22%
C. Shape outstanding environments	50%

The table overleaf lists all the activities we will be working on and developing this year.

Our key activities for 2020/21 will be:

- j) Maximise the value and opportunities of our built and natural assets (10c)
- f) Protect and enhance our sites biodiversity and determine the value of our green infrastructure (11b)
- d) Engage with the local planning processes to mitigate and protect against the negative impact of development on our open spaces (12b)
- q) Develop innovative approaches to income diversification (8d)

We will also be supporting the work of the Fundamental Review.

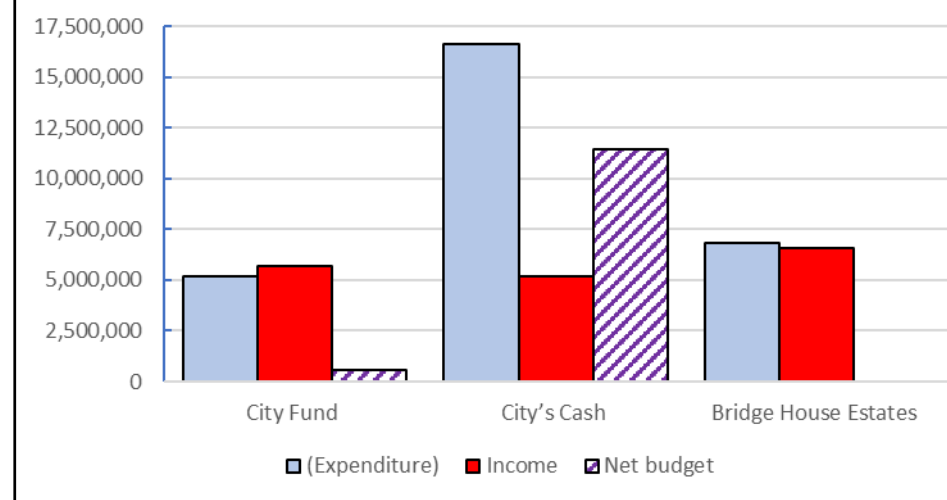
Appendix 1 provides the detail that sits behind these key activity statements.

Numbers in brackets show links to the outcomes and actions within the Corporate Plan 2018-2023

How we are funded

Appendix 6

OSD local risk budget 2020-21



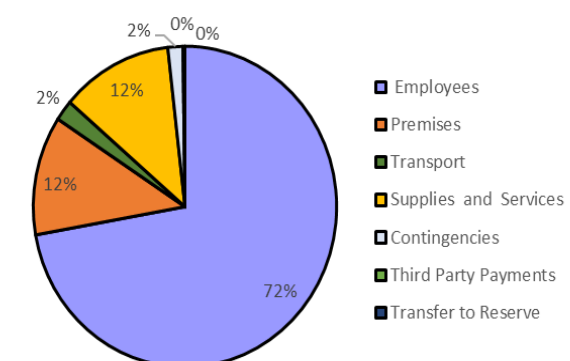
Bids for Capital Funding Agreed in principle by RASC:

- ♦ West Ham Park Playground
- ♦ East Heath Car Park
- ♦ Chingford Golf Course

More information requested by RASC:

- Finsbury Circus Reinstatement
- The Monument Visitor Centre
- ParkLife (Wanstead Football)
- Parliament Hill Athletics Track
- Queens Park Toilets (Chairman's request)

Expenditure budget by 'type' 2020/21



Our Reach and Impact





COL Staff Survey

TOP 3 Highest Scoring Questions	% Positive	BOTTOM 3 Lowest Scoring Questions	% Positive
I have the skills I need to do my job effectively	94%	The City of London Corporation manages change effectively	32%
I am interested in my work	93%	I believe that action will be taken on problems outlined in the survey	33%
I am clear about what I am expected to achieve in my job	87%	Poor performance is dealt with effectively where I work	34%

Action Being taken includes:

Improving Communication: All staff updates from SLT and Committees, staff briefings on 'change' including fundamental review.

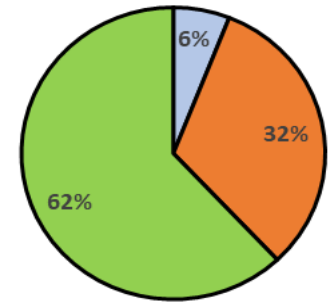
Leadership: Open door sessions, visibility of managers, one to one's, appraisals,

What's changed since last year...

- Completed the Programme of events celebrating 125 years of Tower Bridge and 30 years custodianship of Hampstead Heath.
- Natural England declare a new National Nature reserve; South London Downs NNR, covering Coulsdon Commons and Happy Valley, in partnership with the London Borough of Croydon
- Retendered OPM Control Methods contract and a partner with the Forestry Commission in their OPM pilot study.
- City Gardens fleet is ULEZ compliant
- Events policy agreed and implemented for the Department and all divisions
- Delivered improvement projects in City Gardens including Senator House and St Alphrage's Gardens
- Introduce longer lease durations allowing greater capital investment / external funding capacity under powers created by the Open Spaces Act 2018

Key Customer Feedback

Visitors satisfaction rating of open spaces site from snapshot survey



Other Good Very Good

Performance Measures

We will contribute to a number of Corporate Performance Measures including: FOI responses, health and safety investigations, sickness absence, budgets, employee volunteering

We will also set Departmental performance measures including:

Performance Measure	Performance target 2019/20	Department Outcomes	Department Activity
Retaining Green Heritage Site Accreditation and Green Flag Awards	13 Green Heritage Awards 15 Green Flag Awards	Our open spaces, heritage and cultural assets are protected, conserved and enhanced	Protect our heritage: developing partnership funding bids where possible
Number of tennis courts booked	31,500	People enjoy good health and wellbeing	Provide a sustainable range of sports and recreational opportunities
Number of visits to our heritage visitor attractions	1,124,400 visits	People feel welcome and included	Improve the visitor and cultural offer
Active management of our ancient trees	Baseline	Our habitats are flourishing, biodiverse and resilient to change	Protect and enhance our sites biodiversity

Equalities and Inclusion Priorities:

- Improve accessibility within our sites, subject to funding.
- Improve inclusivity at our sites.
- Increase our collection and analysis of 'protected characteristics' data
- Develop our Learning programme offer to Special Needs Schools.
- Implement the agreed transgender policy.

Other activities that we will be undertaking this year under the headings of our three objectives.

Open Spaces and Historic Sites Are Thriving and Accessible

- Protect our heritage: developing partnership funding bids where possible (10d)
- Progress reviews, drafting, approval and implementation of management / conservation / heritage plans (11b)
- Reduce the negative environmental impacts of our activities (11a)
- Review security and access control provision (1c)

Spaces Enrich People's Lives

- Provide a sustainable range of sports and recreational opportunities (2d)
- Improve the visitor and cultural offer, including the development of facilities, new technologies, customer service and a programme of events celebrating our anniversaries, historic sites and nature (4a)
- Develop our 'learning offer' (3b)

Business practices are responsible and sustainable

- Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act 2018 (1c)
- Make more effective use of IT and technology and adopt 'smarter' ways of working (9b)
- Support the development of asset management plans and master plans for each site and influence the City Surveyors implementation of their operational property review (12a)
- Maintain our regional and national influence with regard to environmental, open space, burial, heritage and tourism matters (11d)
- Implement the recommendations arising out of the workforce plan, staff and customer surveys (8a)
- Develop our apprenticeship programme and volunteering opportunities across the Department (8d)
- Progress the prioritisation of services to mitigate inefficiencies and establish long term sustainable service provision (5c)

Appendix 1 provides the detail that sits behind these action statements.

◆ Numbers in brackets show links to the outcomes and actions within the Corporate Plan

Our delivery partners and key stakeholders include:

Local community groups, forums and local residents

Host and neighbouring local authorities and the GLA

Forestry Commission, Natural England and National Trust

Parks for London, GiGL, Action Oak

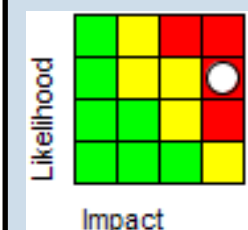
Historic England & English Heritage

National Governing Bodies of Sport and local sports groups

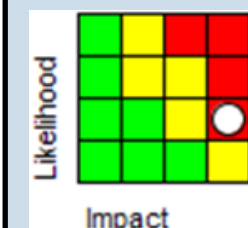
Consultation Committees and Forums

City of London Departments

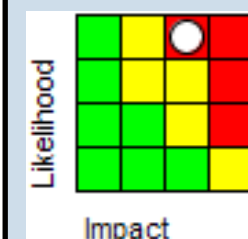
Departments three red risks:



OSD 013 Wanstead Park Reservoirs (Score = 24)



OSD 004 Repair and Maintenance of Buildings & structural assets (Score = 16)



OSD 005 Pests and Diseases (Score = 16)

Appendix 7

CORPORATE
PLAN'S AIMS:

DEPARTMENT
VISION:

Department
Objectives

Department
Outcomes

Department
Activity

Key:

The letter/number
in brackets (e.g.
A2) shows which
Open Spaces
Outcome our
activities and
projects are helping
to achieve.

The number/letter
in brackets (e.g.
2a) shows which
Corporate Plan
activity our
activities and
projects are helping
to achieve.

More than one
division = Purple
Cem & Crem =
Black
Parks and
Gardens (City
Gardens & WHP) =
Dark Red
Epping Forest =
Brown
NLOS = Dark Blue
The Commons =
Dark Green
TB&M = Light Blue
Directorate =
Green

2018 - 2023 CORPORATE PLAN

Shape outstanding environments

Contribute to a flourishing society

Support a thriving economy.

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

A. Open spaces and historic sites are thriving and accessible.

B. Spaces enrich people's lives.

C. Business practices are responsible and sustainable.

A1.
Our open spaces,
heritage and cultural
assets are
protected,
conserved and
enhanced

A2.
London has clean air
and mitigates flood
risk and climate
change

A3.
Our spaces are
accessible, inclusive
and safe

A4.
Our habitats are
flourishing,
biodiverse and
resilient to change

B5.
People enjoy good
health and wellbeing

B6.
Nature, heritage and
place are valued and
understood

B7.
People feel welcome
and included

B8. People discover,
learn and develop

C9.
Our practices are
financially, socially
and environmentally
sustainable

C10.
London's natural capital
and heritage assets are
enhanced through our
leadership, influence,
investment, collaboration
and innovation

C11.
Our staff and
volunteers are
motivated,
empowered,
engaged and
supported

C12.
Everyone has the
relevant skills to reach
their full potential

Summary of OSD Activity 2020/21
(link to OSD outcomes & Corporate Plan activity)

Detail behind the Summary

a) Protect our heritage; developing partnership
funding bids where possible
(A1) (10d)

EPPING FOREST:
Wanstead Park
Address our statutory requirement under the Reservoirs
Act on Wanstead Park lakes

NLOS:
Support the Friends of Highgate Roman Kiln (FOHRK)
Charity submit a Heritage Lottery Bid for the Highgate
Wood Roman Kiln Project

TBM:
Mitigate the effects of the substantial upcoming HV
overhaul project on operations and tourism

MULTI - DIVISIONAL:
Develop our awareness, skills and knowledge, create a
fundraising toolkit and draft strategy to enable the
Charities to achieve more 'voluntary donations' and
awards from local trusts & grant funding bodies.

b) Progress reviews, drafting, approval and
implementation of management / conservation
/ heritage plans
(A1) (11b)

CEM & CREM
Cemetery & Crematorium Heritage Conservation Plan -
implementation

EPPING FOREST:
Epping Forest Management Plan - final approval and
implementation

NLOS:
Hampstead Heath Management Strategy -
implementation of strategy & development of a
measurement framework
Highgate Wood Conservation Management Plan -
implementation
Queens Park Conservation Management Plan- progress
review
Keats House Forward Plan - implementation
Keats House Improvement Plan - progress its drafting

PARKS & GARDENS:
West Ham Park Conservation/Management Plan -
progress through consultation to final approval

THE COMMONS:
Stoke Common Management Plan - implementation
Burnham Beeches Management Plan - progress its
drafting
Farthing Downs, Riddlesdown, Kenley, Spring Park,
West Wickham, Coulsdon and Ashted Common
Management Plans - progress their drafting

Summary of OSD Activity 2020/21
(link to OSD outcomes & Corporate Plan activity)

Detail behind the Summary

g) Provide a sustainable range of sports and
recreational opportunities
(B5) (2d)

EPPING FOREST:
Develop sustainable football improvements at
Wanstead Flats

MULTI - DIVISIONAL:
Contribute to the Corporate Sports and Physical Activity
Strategy action plan and its implementation across Open
Spaces
Standardise the sports grounds maintenance
specifications
Develop and implement sports licencing/leasing
arrangements
Increase awareness of clubs using OSD sports facilities
Review a number of our sports facilities and consider
how subsidy levels can be reduced.
Appropriately maintain facilities and ensure that sports
facility improvements are 'fit for purpose' and meet the
National Governing Body of Sport standards.
Consider alternative provision for underutilised sports
facilities.

h) Improve the visitor and cultural offer,
including the development of facilities,
customer service and programmes of events
celebrating our anniversaries, historic sites
and nature
(B6, B7) (4a)

EPPING FOREST:
Investigate opportunities to enhance the offer at the
Hunting Lodge and the View.

NLOS:
Progress access improvements at Keats House
Deliver Keats200 anniversary programme
Progress improvements / replacements at the various
Playgrounds and Queens Park sandpit.
Improve toilets at QP subject to capital funding.

PARKS & GARDENS:
WHP Playground - apply for planning permission and
external funding to deliver playground enhancements
Enhance West Ham Park entrances

TBM:
Progress a standalone Visitor Centre for The Monument
if capital funding awarded.
Undertake a comprehensive evaluation of Tower
Bridge's 4 year interpretation & content overhaul and
implement any resulting actions

THE COMMONS:
Continue the conservation of Kenley Airfield with the
installation of new interpretation signage

MULTI - DIVISIONAL:
Programme of OSD organised activities and events on
our sites
Promote and improve accessibility of our sites and
facilities, subject to funding.
Improve signage, interpretation and visitor content.
Develop Tower Bridge's and Epping Forests cultural
profile via Artist in Residence programmes and other
cultural events.

Summary of OSD Activity 2020/21
(link to OSD outcomes & Corporate Plan activity)

Detail behind the Summary

j) Maximise the value and opportunities of our
built and natural assets
(C9) (10c)

PARKS & GARDENS:
Progress Finsbury Circus reinstatement
Develop and deliver the masterplan for the future of West
Ham Park Nursery site

MULTI - DIVISIONAL:
Implement agreed approach and options for commercial
wayleaves
Establish current and potential carbon sequestration for open
spaces and feed into CoL climate change work.

k) Deliver opportunities arising from improved
management capability from the City of London
Corporation (Open Spaces) Act 2018
(A1) (1c)

EPPING FOREST:
Progress letting of lodges.
Complete and implement the off road parking strategy.

MULTI - DIVISIONAL:
Introduce longer concessions/leases
Manage fly tipping
Develop and implement licencing arrangements
Review opportunity for use of FPN's for Bylaw offences
Implement the Departmental and Divisional approved events
policies

l) Develop innovative approaches to income
diversification
(C9) (5c)

TBM:
Further develop and retender Tower Bridge's innovative
events management arrangements

MULTI - DIVISIONAL:
Optimise income that we bring in from outside our local risk
budget e.g. sponsorship, legacies, donations, grants, CIL
Increase the amount of income generated from existing
activity such as events, retail, filming, lodge lettings, room
hire etc
Investigate the opportunity for a Departmental approach to
maximise the value from our wedding venues.
Investigate and progress new income generating
opportunities e.g. new catering provision
Regular benchmarking of fees and charges with
neighbouring/competing facilities/providers
Identify opportunities for collaborative working with LA's and
other landowners.
Identify opportunities for fee charging advice/consultancy

Continued overleaf

Continued overleaf

Summary of OSD Activity 2020/21 (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary
c) Reduce the negative environmental impacts of our activities (A2) (11a)	CEM & CREM: Replace ageing cremators with new at the Cemetery and Crematorium
	NLOS: Implement HH waste and recycling strategy
	MULTI - DIVISIONAL: Continue to review existing fleet and increase percentage of electric vehicles. Reduce the use of pesticides Reduce utility consumption - petrol, diesel, electricity, gas, water Audit and improve effectiveness of Building Energy Management System, install / retrofit LED lighting, with a focus on areas of largest consumption Progress waste procurement review Review approach to dog waste Extend EPCs and recommended actions to residential properties
d) Engage with the local planning process to mitigate and protect against the negative impact of development on our open spaces (A4) (12b)	MULTI DIVISIONAL: Mitigation strategies developed with host/neighbouring local authorities Comment on planning applications that affect our land &/or the openness and character of the open space Resist and abate encroachment Contribute to Local Authorities Local Plans and Supplementary Planning Documents
e) Review security and access control provision (A3) (1c)	NLOS: Review access control and payment methods at our swimming facilities
	TBM: Explore the potential for a secure exit facility at the Bridge's South Tower
	MULTI - DIVISIONAL: Review site security and public safety at identified entrances. Take practical steps to reduce antisocial behaviour.
f) Protect and enhance our sites' biodiversity and determine the value of our green infrastructure (A4) (11b)	PARKS & GARDENS: Complete Tree Canopy survey started for City Gardens to ascertain the tree canopy area. Providing advice to DBE on City Greening, climate change resilience of the square mile and assisting to deliver a new Tree Strategy.
	THE COMMONS: Submit a bid to the Secretary of State which enhances Burnham Beeches natural habitats, biodiversity and visitor experience. Develop the partnership potential of the South London Downs NNR to improve biodiversity of that landscape.
	MULTI - DIVISIONAL: Progress the implementation of the grazing expansion plans at the Commons and Epping Implement the actions within the biodiversity arm of the Responsible Business Strategy Commence work to adopt a single approach to 'value our green infrastructure' Monitor and report returning / new habitats within our open spaces

Summary of OSD Activity 2020/21 (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary
i) Develop our 'learning offer' (B8) (3b)	THE COMMONS: Kenley - maintain schools outreach and visits
	TBM: Evaluate and adapt the fully accessible education facility at Tower Bridge
	DIRECTORATE Increase the number of schools with high pupil premiums that are engaging with the schools programme Developing the Green Talent Programme in West Ham Park, Epping Forest and Hampstead Heath, targeting participants from LB Waltham Forest, Newham, Hackney and Islington. Increase opportunities for nature connected play within the play programme. Increase the number of learning volunteers from communities who are under-represented in our green spaces.
	MULTI - DIVISIONAL: Develop the learning offer at Tower Bridge, Monument, Epping, West Ham Park, NLOS and Keats House, to deliver the departmental learning impact areas and share good practice. Implement cross divisional learning performance measures

Summary of OSD Activity 2020/21 (link to OSD outcomes & Corporate Plan activity)	Detail behind the Summary
m) Make more effective use of IT and technology and adopt 'smarter' ways of working (C9) (9b)	CEM & CREM: Develop a name search facility for the online burial register system
	PARKS & GARDENS: Use technology to improve efficiency and provide intelligent management information that can improve the way we work.
	MULTI - DIVISIONAL Increase use of: Skype, SharePoint, iBase On-line forms and apps to aid administrative functions, such as H&S inspections, fleet and playground checks etc Online payments and bookings Develop opportunities for a cash-free environment Introduce a CRM Roll out Wi-Fi across sites to allow more agile working Investigate use of CoL's 24 hour out-of-hours service Contribute to the procurement review of cash collection service
n) Support the development and implementation of Asset Management Plans and Master Plans and influence the City Surveyors implementation of the Operational Property Review (C9, C10) (12a)	NLOS: Work with CS to develop a Masterplan for Heathfield House, Parliament Hill and Kenwood Yard
	MULTI DIVISIONAL: Work with CS to develop Asset Management Plans for Parks & Gardens and The Commons Work with CS to finalise Epping Forests Asset Management Plan. Work with CS to implement Hampstead Heath's Asset Management Plan Work with CS to inform, influence and progress sites identified within the OPR
o) Maintain our regional and national influence in relation to environmental, open space, burial, heritage and tourism matters (C10) (11d)	CEM & CREM: Develop our grave reuse and reclamation programme as a model system for creating the sustainable UK cemetery. Continue to work and lobby central Government on the roll out and implementation of the Children's Fund.
	MULTI DIVISIONAL: Work with: The Forestry Commission, including on OPM DEFRA Parks for London, GLA, London Parks Consortium Project (CPRE) Green Arc for London, Action Oak initiative National Park City Use of S35 status to influence/deliver NE's NNR Strategy
p) Implement the recommendations arising out of the workforce plan, staff and customer surveys (C11) (8a)	CEM & CREM: Deliver improvements arising from Cem & Crem visitor satisfaction survey
	MULTI - DIVISIONAL: Deliver 2018 OSD Staff survey, Corporate Stafs survey and Pulse Survey recommendations Deliver Culture Board initiatives increasing cross division working Develop and refine the workforce plan Implement and manage the revised approach to DBS and barring checks
q) Develop our apprenticeship programme and volunteering opportunities across the Department (C12) (8d)	MULTI - DIVISIONAL: Maintain a rolling programme of apprenticeships across the Department where funded Corporately Provide opportunities for apprenticeship progression from Level 2 to Level 3 Consider requests for internal levy funded training where operationally sustainable Work with partners to identify new opportunities for skills development
r) Progress the prioritisation of services to mitigate efficiencies and establish long term sustainable service provision (C9) (5c)	MULTI - DIVISIONAL: Plan for the longer term Fundamental Review proposals, commencing investigation, consultation, preparation where necessary. Clarify our long term (5+ years) Departmental service delivery priorities Consider alternate methods of service delivery Determine our long term approach to deliver sustainable, efficient, value for money services.

Committee(s)	Dated:
Hampstead Heath, Highgate Wood & Queen's Park	22/01/2020
Subject: Hampstead Heath Trustee's Annual report and Financial Statements for the Year Ended 31 March 2019	Public
Report of: The Chamberlain	For Information
Report author: Derek Cobbing	

Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2019 for Hampstead Heath are presented in the format required by the Charity Commission.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

1. The Trustee's Annual Report and Financial Statements, in the format that is required by the Charity Commission, are presented for information. The draft accounts were circulated to your Chairman and Deputy Chairman. Subsequently the accounts have been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and have been audited.
2. Following the review of the charities for which the City is responsible a report to your Committee on 10th May 2010 detailed key reports that should be presented to your Committee in future. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual return to the Charity Commission.
3. Since this undertaking the City Corporation has recently approved that a further comprehensive review be undertaken across all of its charities, the outcome of which will be reported to this committee in due course.
4. Much of the information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.

Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31st March 2019

Derek Cobbing
Chamberlains department

T: 020 7332 3519

E: derek.cobbing@cityoflondon.gov.uk

HAMPSTEAD HEATH
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

Charity Number: 803392

HAMPSTEAD HEATH

Trustee's Annual Report and Financial Statements for the year ended 31 March 2019

Contents	Page
Trustee's Annual Report	2-9
Independent Auditor's Report	10-12
Consolidated Statement of Financial Activities	13
Consolidated Balance Sheet	14
Hampstead Heath Balance Sheet	15
Notes to the Financial Statements	16-34

HAMPSTEAD HEATH

Trustee's report for the year ended 31 March 2019

1. Reference and Administration Details

Charity Name:	Hampstead Heath
Registered Charity Number:	803392
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	BDO LLP 55 Baker Street London W1U 7EU

2. Structure, Governance and Management

The governing document

The governing documents are the Hampstead Heath Act 1871 and the London Government Reorganisation (Hampstead Heath) Order 1989. The charity is constituted as a charitable trust.

Trustee Selection methods

The Mayor and Commonalty and Citizens of London, known as the City of London Corporation, is the Trustee of Hampstead Heath. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee, together with six non City of London Corporation Members, one after consultation with the London Borough of Barnet, one after consultation with the London Borough of Camden, one after the consultation with the owners of the Kenwood lands and three after consultation with bodies representing local, archaeological, environmental or sporting interests, governing Hampstead Heath by the Court of Common Council of the City of London Corporation. The Finance Committee of the City of London Corporation administers the Hampstead Heath Trust Fund on behalf of the Trustee.

Policies and procedures for the induction and training of Trustee

The City of London Corporation makes available to its Members, seminars and briefings on various aspects of the City's activities, including those concerning Hampstead Heath, as it considers necessary to enable the Members to efficiently carry out their duties.

HAMPSTEAD HEATH

Trustee's report for the year ended 31 March 2019

2. Structure, Governance and Management (continued)

Organisational structure and decision making process

The Committees governing the charity's activities are noted above. The Committees are ultimately responsible to the Court of Common Council of the City of London. The decision making processes of the Court of Common Council are set out in the Standing Orders and Financial Regulations governing all the Court of Common Council's activities. The Standing Orders and Financial Regulations are available from the Town Clerk at the registered address.

The Charity Governance Code was published in July 2017. The charity is supportive of the Code and its aim to assist in the development of high standards of governance throughout the sector. The Trustee is currently considering application of the recommended practice to the work of the Hampstead Heath charity.

Details of related parties and wider networks

Details of any related party transactions are disclosed in Note 16 of the Notes to the financial statements.

Key management personnel remuneration

The Trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The pay of the Director of Open Spaces is reviewed annually in-line with any uplift awarded to employees across the City of London Corporation. The City of London Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for contribution pay and recognition awards. If recruitment or retention of staff proves difficult, consideration is given to the use of market forces supplements in order to increase pay to a level that is competitive relative to similar positions in other organisations.

Risk identification

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the charity's assets, enhance productivity for service users and members of the public and protect the employees.

In order to embed sound practice a Risk Management Group has been established in the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation.

A key risk register has been prepared for this charity and has been reviewed by the committee acting on behalf of the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

HAMPSTEAD HEATH
Trustee's report for the year ended 31 March 2019

2. Structure, Governance and Management (continued)

Risk identification (continued)

There are 10 risks which have been identified as affecting all the Open Spaces of which 9 relate to the "green spaces". These are:

- Health and safety;
- Extreme weather and climate change risk;
- Poor repair and maintenance of buildings;
- Impact of development;
- Pests and diseases;
- Maintaining the City's water bodies;
- Reputational Risk Associated with efficiency improvement arising out of the Open Spaces Act;
- Ultra Low Emission Zone (ULEZ) Fleet Purchase risk;
- Budget reductions implications

There is a system in place for monitoring each of these risks and mitigating actions are undertaken including training, strengthening controls and plans of action.

These risks are then broken down into more site specific risks in each areas own risk register, together with any risks that only relate to that site.

Risk which is specific to Hampstead Heath:

1. Hampstead Heath Water bodies including Bathing Ponds – members of the public swimming in unauthorised areas, and not paying attention to acclimatisation requirements could lead to death or serious injury. Mitigation includes training of lifeguards, appropriate signage and safety equipment reducing the likelihood from unlikely to rare.

There are three keys risks in the Hampstead Heath Trust risk register:

1. The first key risk is the possibility of significant decreases in investment income. The impact of this could be major and so there are strict controls over this by having the funds managed by a professional fund manager, and by the Financial Investment Board regularly monitoring the performance of this fund manager. However the likelihood of such decreases is still seen as "possible".
2. The second risk to be managed is where Members of those Committees exercising the Trustee's duties have a conflict of interests. The control which exists is for those concerned to have a specific understanding of trust and charity law and the protocol for disclosing any potential conflict (which includes complying with the City of London Corporation's Code of Conduct), with this in mind although the impact might be serious, the likelihood is viewed as "unlikely".
3. The third risk is of a loss of directly employed staff and/or the support staff. The existing controls are of a documentation of systems, plans and projects, as well as having any necessary training programs. Again the impact could be serious the likelihood is considered "unlikely".

HAMPSTEAD HEATH

Trustee's report for the year ended 31 March 2019

3. Objectives and Activities for the Public Benefit

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

The object of the charity is the preservation of Hampstead Heath in perpetuity as an Open Space for the recreation and enjoyment of the public.

This charity is operated as part of the City of London's City's Cash. The City of London is committed to funding the ongoing net operational costs of the charity in accordance with the purpose.

The Hampstead Heath Trust Fund is a subsidiary controlled by this charity. That charity was established under the Local Government Reorganisation (Hampstead Heath) Order 1989 with an endowment of £15m. Its purpose was to contribute towards the running costs of the Heath. Separate accounts are prepared for the subsidiary, which are consolidated with these accounts.

4. Achievements and Performance

Key targets for 2018/19 and review of achievement

The key targets for 2018/19 together with their outcomes were:

- **Launch of the Hampstead Heath Management Plan, which will cover the period 2018-2027.** The Management Framework and Management Strategy have been approved by committee and launched. The process to embed the outcomes which have been developed as part of the process has commenced and will be an on-going project.
- **Further Ponds restoration works following the completion of the successful project, including Model Boating Pond Island access review.** The restoration work has successfully taken place and a great deal of positive comments have been received with respect to this conservation work. The Model Boating Pond Island access review has taken place and it has been agreed that this will remain a space for nature.
- **Delivery of improvement works for the car park at East Heath.** Progress has been made on this project, with funding secured and plans in place. The works will commence in summer 2019.
- **Delivery of improvements at the Adventure Playground at Parliament Hill and the adjacent Peggy Jay Centre, delivering natural play and clear links to the wider Heath.** Progress has been made on this project, with funding secured and plans in place. The works will commence in summer 2019.
- **Further work and development with respect to the Communications Strategy, including signage and interpretation.** Significant progress has been made to deliver improvements to communications, signage and interpretation. The Management Strategy will further inform all aspects of this area and assist with the delivery of outcomes. This area will be progressed to be inclusive of further engagement and consultation to ensure wider participation.
- **Development of policies and procedures linked to the City of London (Open Spaces) Bill, including an Events Policy.** The Hampstead Heath Events Policy has been developed and an Officer Events Group has been established to review and assess event applications to ensure that they align with the Outcomes established as part of the Management Framework.

HAMPSTEAD HEATH

Trustee's report for the year ended 31 March 2019

4. Achievements and Performance (continued)

Key targets for 2018/19 and review of achievement (continued)

- **Tree management and health work, including disease control for OPM (Oak Processionary Moth) and Masaria.** A significant amount of work has taken place with respect to tree health and disease control. The spread of OPM has increased at a rapid pace, and the team have worked with the Forestry Commission to establish best practice ensure that issues are managed effectively.
- **Security improvements, including the installation of additional bollards at entrances to Parliament Hill.** A range of security improvements have taken place, mainly aligned to staff awareness and changes to Hampstead Heath Constabulary ways of working. The infrastructure changes have not taken place and this will now be considered as part of a wider review and project.

All of the above achievements enhanced the Open Space for the benefit of the public.

5. Financial Review

Review of financial position

Investment income of £1,525,654 (2017/18: £1,283,000) was earned during the year. Donations and legacy income received included £5,107 from donations and other external contributions (2017/18: £9,607) and £36,850 from grants (2017/18: £108,330). Income from charitable activities comprised £1,498,988 from sales, fees and charges (2017/18: £1,257,203) and £285,583 from rents (2017/18: £159,521). The contribution towards the running costs of the charity amounted to £6,318,210 (2017/18: £6,119,800). This net cost was met by the City of London Corporation's City's Cash.

The Barratt Bequest Trust Fund (Charity number 1064114) ceased to exist on 23 December 2011 and the Trust's assets and liabilities were transferred to the Hampstead Heath Trust Fund (£570,769) in 2011/12.

Additions to land and capital expenditure on buildings are included in the financial statements as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. The impact on the financial statements is that the charity's balance sheet reflects its ownership of these fixed asset additions net of depreciation, represented by a designated income fund.

HAMPSTEAD HEATH

Trustee's report for the year ended 31 March 2019

5. Financial Review (continued)

Reserves Policy

The contribution towards the running costs of Hampstead Heath is determined in accordance with a formula set out in the governing document. Reserves therefore represent the accumulated net income that cannot be distributed under the existing governance arrangements. However the higher level of reserves provides the potential for increased annual contributions in future years (calculated in accordance with the formula). The charity has unrestricted, restricted and endowment funds and the details are set out in Note 14 to the financial statements.

Investment Policy

The investment policy is driven by the concept of total return over the long term. The purpose of this policy is to provide for real increases in annual expenditure whilst preserving the capital base of the Trust in real terms.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on cash balances held on behalf of the Trust. The investments are managed by Artemis Investment Management Limited and the performance of the fund is measured against the Fund manager benchmark (FTSE All Share Index).

As at 31 March 2019, the Fund achieved a gross return of +4.05% compared to the FTSE All Share Index return of +6.36%. Over 3 years, the fund achieved a return of 8.31% compared to the FTSE All Share Index return of 9.51%. Over 5 years, the fund achieved a return of 6.77% compared to the FTSE All Share Index return of 6.10%.

	18/19		17/18	
	3 Years	5 Years	3 Years	5 Years
Fund	8.31%	6.77%	5.97%	7.96%
FTSE All Share	9.51%	6.10%	5.86%	6.59%
Out performance	-1.20%	+0.67%	+0.11%	+1.37%

Spending Policy

The reserves policy of the Trust is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £32m) should produce income to cover a proportion of the running costs of Hampstead Heath. The maximum contribution as it is set out in the Transfer order is £1,136,000 (2017/18: £1,123,000) and is subject to a triennial review. The maximum contribution of £1,136,000 for 2018/19 from the Permanent Endowment fund was met entirely from net income and no further allocation from the Permanent Endowment reserves was required. 2018/19 was the third year and therefore the contribution is equal to the amount of the maximum contribution for the second year of that period (2017/18: £1,123,000) multiplied by the change in the Average Earnings Index between April 2017 and April 2018 (1.026). A contribution was also made of £22,672 in 2018/19 representing the income arising from the former T.J. Barratt Trust which was transferred to the Hampstead Heath Trust Fund in December 2011 (2017/18: £20,185).

Should the actual income in any specific year added to the surpluses from previous years be less than contribution based on the funds on the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Hampstead Heath Trust Fund. This is within the terms of the Transfer Order for the original endowment.

HAMPSTEAD HEATH

Trustee's report for the year ended 31 March 2019

5. Financial Review (continued)

Going Concern

The Trustee considers the Hampstead Heath Trust Fund to be a going concern. Please see Note 1 (d) to the Financial Statements.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although the Hampstead Heath Charity does not undertake widespread fundraising from the general public, the legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Such amounts receivable are presented in our accounts as “voluntary income” and includes legacies and grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustees.

The charity is not bound by any undertaking to be bound by any regulatory scheme and the charity does not consider it necessary to comply with any voluntary code of practice.

We have received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times. As we do not approach individuals for funds we do not consider it necessary to design specific procedures to monitor such activities.

6. Plans for Future Periods

The plans for 2019/20 are:

- Implementation of the Hampstead Heath Management Framework, which will cover the period 2018-2027;
- Implementation of improvement works for the car park at East Heath;
- Implementation of improvements at the Adventure Playground at Parliament Hill, delivering natural play and clear links to the wider Heath;
- Tree management and health work, with the focus on the management and control of OPM (Oak Processionary Moth);
- Access Audit and landscape improvements, to provide accessible facilities for all visitors;
- Health and well-being- Development of our sports offer to ensure that experiences and activities offer a broad appeal to a wide range of people. Working collaboratively with partners to provide and support increased participation in active, outdoor activity; and
- Further work and development with respect to the Communications Strategy, to include engagement and consultation to ensure wider participation and inclusivity.

7. Disclosure of Information to the auditor

At the date of approval of this report, the Trustee confirms that:

- so far as they are aware, there is no relevant audit information of which the Auditor is unaware; and
- the Trustee has taken all the steps that it ought to have taken in order to make itself aware of any relevant audit information and to establish that the Auditor is aware of that information.

HAMPSTEAD HEATH
Trustee's report for the year ended 31 March 2019

8. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and 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 (FRS 102) effective from 1 January 2015.

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial 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 these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- 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 discloses with reasonable accuracy at any time the financial position of the charity and enable the Trustee 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. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

9. Adopted and signed for and on behalf of the Trustee on XXXX

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee
Guildhall, London

Jamie Ingham Clark
Deputy Chairman of
Finance Committee
Guildhall, London

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH

Opinion

We have audited the financial statements of Hampstead Heath (the Charity) for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, 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 2019 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 Charity in accordance with the ethical requirements 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 related to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH (CONTINUED)

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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- adequate 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, 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 determines 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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH (CONTINUED)

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.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:
<https://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 the Charities Act 2011. 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 the Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Condrón (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
London

Date

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

HAMPSTEAD HEATH

Consolidated Statement of Financial Activities for the year ended 31 March 2019

	Notes	Unrestricted Funds		Restricted Fund	Endowment Fund	2018/19	2017/18
		General Fund	Designated Fund				
		£	£	£	£	£	£
Income and endowments from:							
Income from							
Donations and legacies		5,107	-	36,850	-	41,957	117,937
Charitable activities		1,784,571	-	-	-	1,784,571	1,416,724
Grant from City of London Corporation		6,214,072	104,138	-	-	6,318,210	6,119,800
Investments		1,336,161	-	-	189,493	1,525,654	1,283,000
Total	4	9,339,911	104,138	36,850	189,493	9,670,392	8,937,461
Expenditure on:							
Raising funds							
Managed investment fees	5	194,449	-	-	-	194,449	184,188
Interest payable	5	5,712	-	-	-	5,712	3,278
Charitable activities	5	9,139,750	215,379	44,617	22,672	9,422,418	8,950,293
Total		9,339,911	215,379	44,617	22,672	9,622,579	9,137,759
Net (losses)/gains on investments	10	-	-	-	(168,194)	(168,194)	331,146
Net (expenditure)/income		-	(111,241)	(7,767)	(1,373)	(120,381)	130,848
Transfer between funds		166,821	-	-	(166,821)	-	-
Net movements in funds		166,821	(111,241)	(7,767)	(168,194)	(120,381)	130,848
Reconciliation of funds							
Total funds brought forward	14	-	19,787,532	10,000	32,709,589	52,507,121	52,376,273
Total funds carried forward	13,14	166,821	19,676,291	2,233	32,541,395	52,386,740	52,507,121

There are no recognised gains or losses other than as shown in the statement of financial activities above.

All income and expenditure derive from continuing activities.

HAMPSTEAD HEATH

Consolidated Balance Sheet as at 31 March 2019

	Notes	2019	2018
		£	£
Fixed Assets			
Tangible Fixed Assets	9	19,672,960	19,747,146
Fixed Asset Investments	10	32,148,008	32,690,842
		51,820,968	52,437,988
Current Assets			
Debtors	11	541,505	373,433
Investments	10	566,507	191,867
Cash at bank and in hand		653,519	562,978
		1,761,531	1,128,278
Creditors: amounts falling due within one year	12	(1,195,759)	(1,059,145)
Net Current Assets		565,772	69,133
Total Assets Less Current Liabilities		52,386,740	52,507,121
The funds of the charity:			
<i>Unrestricted Fund</i>			
General Fund	14	166,821	-
Designated Fund	14	19,676,291	19,787,532
<i>Restricted Funds</i>	14	2,233	10,000
<i>Endowment Funds</i>	14	32,541,395	32,709,589
Total charity funds		52,386,740	52,507,121

Approved and signed for and on behalf of the
Trustee.

The Notes at pages 16 to 34 form part of these
accounts.

Dr Peter Kane
Chamberlain of London
XXXX

HAMPSTEAD HEATH
Balance Sheet as at 31 March 2019

	Notes	2019	2018
		£	£
Fixed Assets			
Tangible Fixed Assets	9	<u>19,672,960</u>	<u>19,747,146</u>
Current Assets			
Debtors	11	163,895	89,058
Cash at bank and in hand		<u>476,211</u>	<u>385,670</u>
		640,106	474,728
Creditors: Amounts falling due within one year	12	(634,542)	(424,342)
Net Current Assets		<u>5,564</u>	<u>50,386</u>
Total Assets less Current Liabilities		<u>19,678,524</u>	<u>19,797,532</u>
The funds of the charity			
<i>Unrestricted Funds</i>			
Designated Fund	14	19,676,291	19,787,532
<i>Restricted Funds</i>	14	<u>2,233</u>	<u>10,000</u>
Total charity funds		<u>19,678,524</u>	<u>19,797,532</u>

Approved and signed for and on behalf of the Trustee

Dr Peter Kane
Chamberlain of London
XXXXX

HAMPSTEAD HEATH

Notes to the financial Statements for the year ended 31 March 2019

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) *Basis of Preparation*

These are the Consolidated Financial Statements for the Hampstead Heath Group comprising Hampstead Heath and Hampstead Heath Trust Fund. Separate statements are also produced for the Hampstead Heath Trust Fund which is a subsidiary of Hampstead Heath.

The financial statements of Hampstead Heath, which is a public benefit entity under FRS102, have been prepared under the historical cost convention, as modified for the revaluation of financial investments measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) and the Charities Act 2011.

(b) *Significant Management Judgements and Key Sources of Estimation*

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of making judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

(c) *Group Financial Statements*

These financial statements consolidate the results of the Charity and its subsidiary undertaking, Hampstead Heath Trust Fund, on a line by line basis.

The Hampstead Heath Trust Fund is a subsidiary controlled by this charity. That was established by the Local Government Reorganisation (Hampstead Heath) Order 1989 with an endowment of £15m, Its purpose was to contribute towards the running costs of the Heath. Separate accounts are prepared for the subsidiary which are consolidated with these accounts.

(d) *Going Concern*

The governing documents place an obligation on the City of London Corporation to preserve the open space for the benefit of the public. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is updated from City's Cash. The latest forecast to the period 2022/23 anticipates that adequate funding will be available to enable the Trust to continue to fulfil its obligations. On this basis the Trustee consider the Trust to be a going concern for the foreseeable future, therefore has prepared the financial statements on the going concern basis.

HAMPSTEAD HEATH

Notes to the financial Statements for the year ended 31 March 2019

1. Accounting Policies (continued)

(e) *Statement of Cash Flows*

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2019 which is publicly available and can be found at www.cityoflondon.gov.uk.

(f) *Fixed Assets*

Heritage Land and Associated Buildings

Hampstead Heath comprises 275 hectares (680 acres) of land located in the London Boroughs of Camden and Barnet, together with associated buildings. The objects of the charity are the preservation of the Heath at Hampstead in perpetuity as an Open Space for the recreation and enjoyment of the public. Hampstead Heath is considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

Tangible Fixed Assets

Land and associated buildings acquired prior to 1 April 2009 are considered to be heritage assets. In respect of the original land and buildings, cost or valuation are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings are included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

These are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. Land is not depreciated and other fixed assets are depreciated from the year following that of their acquisition. Typical asset lives are as follows:

	Years
Operational buildings	30 to 50
Landscaping/Conservation	up to 50
Improvements and refurbishments to buildings	up to 30
Equipment	5 to 15
Infrastructure	generally up to 20*

* with the exception of certain ponds infrastructure (such as sheet piling and foundation slabs) whose useful life has been determined at 120 years.

(g) *Recognition of capital expenditure*

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised provided that the expenditure is material (generally in excess of £50,000) and the asset yields benefits to the City of London, and the services it provides, for a period of more than one year. This excludes expenditure on routine repairs and maintenance of fixed assets which is charged directly within service costs.

(h) *Income Recognition*

All income is included in the Statement of Financial Activities gross without deduction of expenses in the financial year in which it is received.

HAMPSTEAD HEATH

Notes to the financial Statements for the year ended 31 March 2019

1. Accounting Policies (continued)

(i) ***Donations and legacies***

Donations and legacies are comprised of public donations and sponsorship income.

(j) ***Volunteers***

No amounts are included in the Statement of Financial Activities for services donated by volunteers, as this cannot be accurately quantified.

(k) ***Grants receivable***

Income from grants is recognised when there is evidence of entitlement to the grant, receipt is probable and its amount can be measured reliably. To this end, evidence of entitlement is assumed to exist when the formal offer of funding is communicated in writing to the Charity. Where there is a performance condition attached to the grant, entitlement is only recognised when the conditions have been met.

(l) ***Contribution from City's Cash***

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides grant funding for certain capital works.

(m) ***Fees and Charges for Services, Use of Facilities***

The fees and charges income relates to income received from filming, car parking charges, wedding ceremonies, sports tuition, licences and for use of sports facilities.

(n) ***Rental income***

Rental income is included as the Charity's income for the year and amounts due but not received at the year-end are included in debtors.

(o) ***Expenditure Recognition***

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(p) ***Allocation of costs between different activities***

The City of London Corporation charges staff costs to the charitable activity on a time spent basis. Associated office accommodation is charged out proportionately to the square footage used. All other costs are charged directly to the charitable activity.

(q) ***Pension Costs***

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £608.6m as at 31 March 2019 (£592.6m as at 31 March 2018). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's Trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

HAMPSTEAD HEATH

Notes to the financial Statements for the year ended 31 March 2019

1. Accounting Policies (continued)

(q) *Pension costs (continued)*

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. A triennial valuation was undertaken as of 31 March 2016 and as a result the employer's contribution rate to be adopted for the financial years 2017/18, 2018/19 and 2019/20 has been set at 21% (2016/17: 17.5%). The next actuarial valuation of the Scheme was carried out as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023. There are no outstanding or pre-paid contributions at the balance sheet date.

(r) *Investments*

The investments are all managed by Artemis Investment Management.

All of the securities within the Trust are listed on a stock exchange and are valued at The Stock Exchange trading System price at 31 March 2019.

Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The net gain on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2018 and 31 March 2019 after taking account of any purchases and sales which were made during 2018/19. Both realised and unrealised gains on investments at the balance sheet date are included in the funds of the Hampstead Heath Trust Fund.

(s) *Foreign Currencies*

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the capital fund. There were no gains or losses on foreign currency transactions in the year.

(t) *Fund Accounting*

The charity has three funds – an unrestricted income fund which comprises a general fund representing the net income of the Trust distributed annually towards the running costs of the Heath and a designated fund consisting of fixed assets at historic cost less accumulated depreciation; a restricted income fund in respect of Parliament Hill Outdoor Gym project (see Note 14), a permanent endowment fund which represents the original endowment invested shown at current market value and an expendable endowment fund transferred from the former T J Barratt bequest in December 2011.

2. Tax Status of the Charity

Hampstead Heath meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

3. Indemnity Insurance

The City of London Corporation takes out indemnity insurance in respect of all of its activities. The charity does not contribute to the cost of that insurance.

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

4. Income and endowments

Income and endowments are comprised as follows:

	Unrestricted Funds		Restricted Funds		2018/19	2017/18
	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds		
	£	£	£	£	£	£
Income and endowments from:						
Donations and legacies						
Contributions/Grants	5,107	-	36,850	-	41,957	117,937
Investments	1,336,161	-	-	189,493	1,525,654	1,283,000
Revenue and capital grants from City of London Corporation	6,214,072	104,138	-	-	6,318,210	6,119,800
	7,555,340	104,138	36,850	189,493	7,885,821	7,520,737
Income from charitable activities						
Fees and charges	1,468,832	-	-	-	1,468,832	1,245,267
Sales	30,156	-	-	-	30,156	11,936
Rental income	285,583	-	-	-	285,583	159,521
	1,784,571	-	-	-	1,784,571	1,416,724
Total	9,339,911	104,138	36,850	189,493	9,670,392	8,937,461

Investments

Income from generated funds consist of investment income and interest received on average cash balances for the year. Income for the year amounted to £1,525,654 (2017/18: £1,283,000).

Donations and legacies

Donations and legacies relate to donations and sponsorship income of £5,107, grant funding from the City Bridge Trust of £33,500, a grant of £3,350 from the Company of Actuaries Charitable Trust to support work in outdoor mathematics education (2017/18: £8,437 from donations and sponsorship income, £98,330 from City Bridge Trust, £1,170 from Shared Services Connected Limited and £10,000 from London Borough of Camden).

Deficit funding Contribution from City's Cash

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity.

Charges for the use of facilities

Fees and charges are made to the public for the use of facilities, admissions and services.

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

4. Income and endowments (continued)

	Unrestricted Funds		Restricted Funds		2017/18 £	2016/17 £
	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds		
	£	£	£	£		
Income and endowments from:						
Donations and legacies						
Contributions/Grants	9,607	-	108,330	-	117,937	196,987
Investments	1,262,815	-	-	20,185	1,283,000	1,326,856
Revenue and capital grants from City of London Corporation						
	6,114,761	5,039	-	-	6,119,800	11,993,131
	7,387,183	5,039	108,330	20,185	7,520,737	13,516,974
Income from charitable activities						
Fees and charges	1,245,267	-	-	-	1,245,267	1,212,826
Sales	11,936	-	-	-	11,936	41,983
Rental income	159,521	-	-	-	159,521	185,825
	1,416,724	-	-	-	1,416,724	1,440,634
Total	8,803,907	5,039	108,330	20,185	8,937,461	14,957,608

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

5. Expenditure

Expenditure is analysed between activities undertaken directly and support costs as follows:

	Activities undertaken directly £	Support costs £	2018/19 £	2017/18 £
Charitable activities	8,313,451	1,309,128	9,622,579	9,137,759
Total	8,313,451	1,309,128	9,622,579	9,137,759

No expenditure was incurred by third parties to undertake charitable work on behalf of the charity.

Charitable activities

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred as the running costs of Hampstead Heath.

Costs of generating funds

These costs consist of Fund managers' fees of £194,449 (2017/18: £184,188) and an interest charge on overdrawn cash balances of £5,712 (2017/18: £3,278).

Auditor's remuneration and fees for external financial services

BDO are the auditors of the City of London City's Cash. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the charity during the year or in the previous year.

Trustee's expenses

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the city. However, Members may claim travelling expenses in respect of activities outside the city and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses were incurred in the year (2017/18: £nil).

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

6. Support Costs

The cost of administration which includes the salaries and associated costs of officers of the City of London Corporation, together with premises and office expenses, is allocated by the City of London Corporation to the activities under its control, including this charity, on the basis of employee time spent on the respective services. These expenses include the cost of administrative and technical staff and external consultants who work on a number of the City of London Corporation's activities. Support costs allocated by the City of London Corporation to the charitable activity are derived as follows:

	Charitable Activities £	2018/19 £	2017/18 £
Department			
Chamberlain	146,541	146,541	144,035
Comptroller & City Solicitor	83,748	83,748	85,889
Open Spaces Directorate	116,695	116,695	110,598
Town Clerk	196,869	196,869	221,239
City Surveyor	390,025	390,025	331,566
Information Systems	289,349	289,349	278,262
Other governance and support costs	85,901	85,901	81,385
Total support costs	1,309,128	1,309,128	1,252,974

The main support services provided by the City of London Corporation are:

Chamberlain	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
Comptroller and City Solicitor	Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.
Open Spaces Directorate	Expenditure incurred by the Directorate, which is recharged to all Open Spaces Committees under the control of the Director of Open Spaces. The apportionments are calculated on the basis of budget resources available to each open space Charity

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

6. Support Costs (continued)

Town Clerk	Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning, records office.
City Surveyor	Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.
Information Systems	The support and operation of the City of London Corporation's central and corporate systems on the basis of usage of the systems; the provision of "desktop" and network support services and small IS development projects that might be required by the charity.
Other support and governance costs	Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.

7. Staff Numbers and Costs

The average actual number of staff employed by the City of London Corporation charged to Hampstead Heath in 2018/19 is 99 (2017/18: 96) at a cost of £4,749,894 (2017/18: £4,638,530). The table below sets out the employment costs and the number of average actual staff charged directly to the charity.

	No of employees	Gross Pay £	Employers' National Insurance £	Employers' Pension Contribution £	Total £
2018/19 Charitable activities	99	3,717,519	365,551	666,824	4,749,894
2017/18 Charitable activities	96	3,631,812	362,340	644,378	4,638,530

There were two employees whose total employee benefits were above the £60,000 threshold (2017/18: 2).

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

7. Staff Numbers and Costs (continued)

The number of directly charged staff earning more than £60,000 in bands of £10,000 is set out below.

Employees who earn more than £60,000 per annum		
Band	Average number of full time equivalent employees 2018/19	Average number of full time equivalent employees 2017/18
£		
60,000-69,999	2.0	2.0

The Trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £32,509 in 2018/19 (2017/18: £30,685). Trustees are unpaid and do not receive allowances.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

8. Heritage Assets

Since 1880 the primary purpose of the Charity has been the preservation of Hampstead Heath for the recreation and enjoyment of the public. As set out in Note 1(e), the original heritage land and buildings are not recognised in the Financial Statements.

Policies for the preservation and management of Hampstead Heath are contained in the Hampstead Heath Management Plan 2011. Records of heritage assets owned and maintained by Hampstead Heath can be obtained from the Director of Open Spaces at the principal address as set out on page 2.

Additions made to heritage land or buildings, where relevant information is available, are included at historic cost less accumulated depreciation in accordance with Note 1 (e).

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

9. Tangible Fixed Assets

At 31 March 2019 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £19,672,960 (31 March 2018: £19,747,146) as set out below. All tangible fixed assets are held by Hampstead Heath.

	Land and Buildings £	Infrastructure £	Equipment (WIP) £	Equipment £	Total £
<u>Cost</u>					
At 1 April 2018	1,154,101	19,470,386	614	234,810	20,859,911
Additions	-	88,326	15,812	37,055	141,193
Transfers	-	-	(614)	614	-
At 31 March 2019	1,154,101	19,558,712	15,812	272,479	21,001,104
<u>Depreciation</u>					
At 1 April 2018	100,929	863,015	-	148,821	1,112,765
Charge for year	26,459	172,048	-	16,872	215,379
At 31 March 2019	127,388	1,035,063	-	165,693	1,328,144
<u>Net book value</u>					
At 31 March 2019	1,026,713	18,523,649	15,812	106,786	19,672,960
At 31 March 2018	1,053,172	18,607,371	614	85,989	19,747,146

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

10. Investments

The value and cost of investments comprises:

	Total 2018/19	Total 2017/18
	£	£
Market Value at 1st April	32,690,842	31,728,501
Add: Additions to investments at cost	9,229,591	6,006,945
Less: Disposals at market value	(9,604,231)	(5,375,750)
Net (loss)/gain on revaluation	(168,194)	331,146
Market value 31 March	32,148,008	32,690,842
Cash held by Fund Managers	566,507	191,867
Total investments at 31 March	32,714,515	32,882,709
Cost 31 March	29,948,602	28,073,833

Total investments as at 31 March are analysed between long term and short term investments as follows:

	2019 £	2018 £
Long term	32,148,008	32,690,842
Cash held by the Fund Manager	566,507	191,867
Total	32,714,515	32,882,709

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

10. Investments (continued)

The Geographical Spread of Investments at 31 March 2019

	2019 £	2018 £
Fixed Interest Securities		
- UK	-	3,718
	-	3,718
Unit Trusts		
- UK	2,336,517	2,293,587
	2,336,517	2,293,587
Equities		
-UK	25,911,456	26,365,014
-European	3,900,035	4,028,523
	29,811,491	30,393,537
Cash held by the Fund Managers	566,507	191,867
Market Value 31 March	32,714,515	32,882,709

11. Debtors

Debtors consist of amounts owing to the charity due within one year.

Hampstead Heath Consolidated

	2019 £	2018 £
Rental Debtors	13,859	3,330
Other Debtors	388,083	306,444
Payments in Advance	46,416	48,241
Recoverable VAT	93,147	15,418
Total at 31 March	541,505	373,433

Hampstead Heath

	2019 £	2018 £
Rental Debtors	13,859	3,330
Other Debtors	10,473	22,069
Payments in Advance	46,416	48,241
Recoverable VAT	93,147	15,418
Total at 31 March	163,895	89,058

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

12. Creditors

Creditors consist of amounts due within one year.

Hampstead Heath Consolidated

	2019 £	2018 £
Bank Overdraft	523,848	593,883
Trade Creditors	211,764	69,606
Accruals	262,282	239,942
Other Creditors	96,024	76,067
Other Deposits	51,925	47,737
Receipts in Advance	49,916	31,910
Total at 31 March	1,195,759	1,059,145

Hampstead Heath

	2019 £	2018 £
Trade Creditors	211,764	69,606
Accruals	262,282	239,942
Other Creditors	58,655	35,147
Other Deposits	51,925	47,737
Receipts in Advance	49,916	31,910
Total at 31 March	634,542	424,342

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

13. Analysis of Consolidated Net Assets by Fund at 31 March 2019

	Unrestricted Funds		Restricted Funds	Endowment Funds	2019	2018
	General Funds	Designated Funds				
	£	£	£	£	£	£
Tangible Fixed Assets	-	19,672,960	-	-	19,672,960	19,747,146
Investments	-	-	-	32,148,008	32,148,008	32,690,842
Current Assets	801,363	3,331	2,233	954,604	1,761,531	1,128,278
Current Liabilities	(634,542)	-	-	(561,217)	(1,195,759)	(1,059,145)
Total Net Assets	166,821	19,676,291	2,233	32,541,395	52,386,740	52,507,121

	Unrestricted Funds		Restricted Funds	Endowment Funds	2018	2017
	General Funds	Designated Funds				
	£	£	£	£	£	£
Tangible Fixed Assets	-	19,747,146	-	-	19,747,146	19,956,830
Investments	-	-	-	32,690,842	32,690,842	31,728,501
Current Assets	424,342	40,386	10,000	653,550	1,128,278	1,778,517
Current Liabilities	(424,342)	-	-	(634,803)	(1,059,145)	(1,087,575)
Total Net Assets	-	19,787,532	10,000	32,709,589	52,507,121	52,376,273

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

13. Analysis of Consolidated Net Assets by Fund at 31 March 2019 (continued)

Expendable Endowment Movements 2010 – 2019

	Balance at 1 April	Revaluation of Investments	Balance at 31 March	Cash	Expendable Endowment
	£	£	£	£	£
Opening	393,461	8,497	401,958	177,308	579,266
2011-12	401,958	11,764	413,722	177,308	591,030
2012-13	413,722	58,823	472,545	177,308	649,853
2013-14	472,545	34,640	507,185	177,308	684,493
2014-15	507,185	32,680	539,865	177,308	717,173
2015-16	539,865	(30,719)	509,146	177,308	686,454
2016-17	509,146	60,784	569,930	177,308	747,238
2017-18	569,930	5,229	575,159	177,308	752,467
2018-19	575,159	(5,229)	569,930	177,308	747,238

Hampstead Heath Analysis of Net Assets by Fund at 31 March 2019

	Unrestricted Funds		Restricted Funds	2019	2018
	General Funds	Designated Funds			
	£	£		£	£
Tangible Fixed Assets	-	19,672,960		19,672,960	19,747,146
Current Assets	634,542	3,331	2,233	640,106	474,728
Current Liabilities	(634,542)	-		(634,542)	(424,342)
Total Net Assets	-	19,676,291	2,233	19,678,524	19,797,532

	Unrestricted Funds		Restricted Funds	2018	2017
	General Funds	Designated Funds			
	£	£		£	£
Tangible Fixed Assets	-	19,747,146		19,747,146	19,956,830
Current Assets	424,342	40,386	10,000	474,728	539,980
Current Liabilities	(424,342)	-		(424,342)	(498,980)
Total Net Assets	-	19,787,532	10,000	19,797,532	19,997,830

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

14. Consolidated Movement of Funds during the year to 31 March 2019

	Fund balances brought forward	Income	Expenditure	Transfers	Gains and losses	Fund balances carried forward
	£	£	£	£	£	£
Unrestricted Funds						
General Fund	-	9,339,911	(9,339,911)	166,821	-	166,821
Designated Funds						
Tangible Fixed Assets	19,747,146	104,138	(215,379)	37,055	-	19,672,960
Funding for Capital Projects	40,386	-	-	(37,055)	-	3,331
Restricted Funds	10,000	36,850	(44,617)	-		2,233
Permanent Endowment	31,957,122	1,502,982	(1,336,161)	(166,821)	(162,965)	31,794,157
Expendable Endowment	752,467	22,672	(22,672)	-	(5,229)	747,238
Total Funds	52,507,121	11,006,553	(10,958,740)	-	(168,194)	52,386,740

Notes to the Funds

General Funds - The General fund has a balance of £166,821. During 2018/19 there was a surplus on the permanent endowment of £166,821 which has been transferred to unrestricted funds (2017/18: £nil).

Designated Funds - Designated funds consist of fixed assets at historic cost less accumulated depreciation in accordance with Note 1 (e).

Funding for Capital Projects - As part of an Open Spaces wide Fleet Management project a disposal exercise of redundant fleet and equipment was undertaken in 2016/17. It was agreed to use the income raised to fund energy efficiency improvement works. £41,000 was transferred into reserve as at 31 March 2017 to install photovoltaic energy panels at the Lido, Hampstead Heath. £37,055 was utilised in 2018/19.

Restricted Funds

• Parliament Hill Outdoor Gym Project

The sum of £10,000 was received in 2017/18 from London Borough of Camden (Sports and Physical Activity Service) for creation of a new outdoor gym at Parliament Hill. £7,767.50 was utilised in 2018/19. It is anticipated that the balance of £2,232.50 will be returned to London Borough of Camden in 2019/20.

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

14. Consolidated Movement of Funds during the year to 31 March 2018 (continued)

• City Bridge Trust

Funding from City Bridge Trust towards an environmental learning programme designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector – specific evaluation. A grant of £33,500 was given by the City Bridge Trust in 2018/19. 2018/19 was the final year of this three year grant. (2017/18: £98,330).

• Mathematics Education

A grant of £3,350 was received from the Company of Actuaries Charitable Trust to support work in outdoor mathematics education. Funds were fully spent in 2018/19 (2017/18: £nil).

Permanent Endowment - The purpose of this fund is to generate the net income to be used towards the running costs of the Heath and for its investments to increase the capital value of this reserve. The investments represent the endowment of the £15 million received from the London Residuary Body, which has increased in capital value since it was passed over to the Trust. Before any potential gains and on investments are considered, should net income be more than any year's required contribution to the running costs of the Heath, then the surplus funds would be retained as unrestricted funds to be used in future years. During 2018/19 there was a surplus on the permanent endowment of £166,821 which has been transferred to unrestricted funds (2017/18: £nil).

Expendable Endowment – The purpose of this fund is to provide net income to be used towards the running costs of the Heath and arise from the underlying investments which represent the former investment assets of T J Barratt charity which have gained in capital value.

Hampstead Heath Movement of Funds during the year to 31 March 2019

	Fund balances brought forward	Income	Expenditure	Transfers	Fund balances carried forward
	£	£	£	£	£
Unrestricted Funds					
General Fund	-	9,339,911	(9,339,911)	-	-
Designated Funds					
Tangible Fixed Assets	19,747,146	104,138	(215,379)	37,055	19,672,960
Funding for Capital Projects	40,386	-	-	(37,055)	3,331
Restricted Funds	10,000	36,850	(44,617)	-	2,233
Total Funds	19,797,532	9,480,899	(9,599,907)	-	19,678,524

15. Contingent Liabilities

No disclosable contingent liabilities have been identified.

HAMPSTEAD HEATH

Notes to the Financial Statements for the year ended 31 March 2019

16. Related Party Transactions

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under “Expenditure on charitable activities” and an explanation of these services is set out in Note 6 for support costs of £1,309,128 (2017/18: £1,252,974). The City of London Corporation’s City’s Cash meets the deficit on running expenses of the charity. This amounted to £6,318,210 (2017/18: £6,119,800) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable trusts. These trusts do not undertake transactions with Hampstead Heath, with the exception of the Hampstead Heath Trust, Keats House (charity number 1053381) and the City Bridge Trust (charity number 1035628). Hampstead Heath benefits from the income from the Hampstead Heath Trust (charity 803392-1).

By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund, the purpose of which is to meet a proportion of the maintenance cost of the Heath. Contributions are assessed on a triennial basis and increased annually in accordance with the average earnings index. This income is shown as income in the statement of financial activities. A full list of other charitable trusts of which the City of London Corporation is Trustee is available on application to the Chamberlain of the City of London.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances. Investment income of £1,525,654 was earned during the year (2017/18: £1,283,000).

Members of the City of London Corporation responsible for managing the Trust are required to comply with the Relevant Authority (model code of conduct) Order 2001 issued under the Local Government Act 2000 and the City of London Corporation’s guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation’s code of conduct;
- a register of interests is maintained;
- pecuniary and non-pecuniary interests are declared during meetings; and
- Members do not participate in decisions where they have an interest.

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests. In this way, as a matter of policy and procedure, the City Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members and officers interests which require separate reporting. Transactions are undertaken by the Trust on a normal commercial basis.

Committee(s)	Dated:
Hampstead Heath, Highgate Wood & Queen's Park	22/01/2020
Subject: Highgate Wood & Queen's Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2019	Public
Report of: The Chamberlain	For Information
Report author: Derek Cobbing	

Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2019 for Highgate Wood and Queen's Park are presented in the format required by the Charity Commission.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

1. The Trustee's Annual Report and Financial Statements, in the format that is required by the Charity Commission, are presented for information. The draft accounts were circulated to your Chairman and Deputy Chairman. Subsequently the accounts have been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and have been audited.
2. Following the review of the charities for which the City is responsible a report to your Committee on 10th May 2010 detailed key reports that should be presented to your Committee in future. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual return to the Charity Commission.
3. Since this undertaking the City Corporation has recently approved that a further comprehensive review be undertaken across all of its charities, the outcome of which will be reported to this committee in due course.
4. Much of the information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.

Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31st March 2019

Derek Cobbing
Chamberlains department

T: 020 7332 3519

E: derek.cobbing@cityoflondon.gov.uk

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

***REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019***

Charity Number: 232986

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual Report and Financial Statements for the year ended 31 March 2019

Contents	Page
Trustee's Annual Report	2-9
Independent Auditor's Report	10-12
Statement of Financial Activities	13
Balance Sheet	14
Notes to the Financial Statements	15-26

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

1. Reference and Administration Details

Charity Name:	Highgate Wood and Queen's Park Kilburn
Registered Charity Number:	232986
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	BDO LLP 55 Baker Street London W1U 7EU

2. Structure, Governance and Management

The governing document

The governing document is the Highgate and Kilburn Open Spaces Act 1886. The charity is constituted as a charitable trust.

Trustee Selection methods

The City of London Corporation (i.e. the Mayor, Commonalty and Citizens of London) is the Trustee of Highgate Wood and Queen's Park Kilburn. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee governing Highgate Wood and Queen's Park Kilburn by the Court of Common Council of the City of London Corporation.

Policies and procedures for the induction and training of Trustee

The City of London Corporation makes available to its Members seminars and briefings on those various aspects of the City's activities, including those concerning Highgate Wood and Queen's Park Kilburn, as it considers necessary to enable the Members to efficiently carry out their duties.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

2. Structure, Governance and Management (continued)

Organisational structure and decision making process

The Committee governing the charity's activities is noted above. The Committee is ultimately responsible to the Court of Common Council of the City of London. The decision making processes of the Court of Common Council are set out in the Standing Orders and Financial Regulations governing all the Court of Common Council's activities. The Standing Orders and Financial Regulations are available from the Town Clerk at the registered address.

The Charity Governance Code was published in July 2017. The charity is supportive of the Code and its aim to assist in the development of high standards of governance throughout the sector. The Trustee is currently considering application of the recommended practice to the work of Highgate Wood and Queens Park charity.

Details of related parties and wider networks

Details of any related party transactions are disclosed in Note 15 of the Notes to the Financial Statements.

Key management personnel remuneration

The Trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The pay of the Director of Open Spaces is reviewed annually in-line with any uplift awarded to employees across the City of London Corporation. The City of London Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for contribution pay and recognition awards. If recruitment or retention of staff proves difficult, consideration is given to the use of market forces supplements in order to increase pay to a level that is competitive relative to similar positions in other organisations.

Risk identification

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the charity's assets, enhance productivity for service users and members of the public and protect the employees.

In order to embed sound practice, a Risk Management Group has been established in the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

2. Structure, Governance and Management (continued)

Risk identification (continued)

A key risk register has been prepared for this charity and has been reviewed by the committee acting on behalf of the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

There are 10 risks which have been identified as affecting all the Open Spaces of which 9 relate to "green spaces". These are:

- Health and safety;
- Extreme weather and climate change risk;
- Poor repair and maintenance of buildings;
- Impact of development;
- Pests and diseases;
- Maintaining the City's water bodies;
- Reputational Risk Associated with efficiency improvement arising out of the Open Spaces Act;
- Ultra Low Emission Zone (ULEZ) Fleet Purchase risk; and
- Budget reductions implications

There is a system in place for monitoring each of these risks and mitigating actions are undertaken including training, strengthening controls and plans of action.

These risks are then broken down into more site specific risks in each areas own risk register, together with any risks that only relate to that site.

3. Objectives and Activities for the Public Benefit

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

Lands were transferred to the City of London Corporation under the powers conferred by the Highgate and Kilburn Open Spaces Act 1886. The purpose of the charity is the maintenance and preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park Kilburn as Public Parks or Open Spaces, for the use by the public for exercise and recreation.

This charity is operated as a separate legal entity consolidated into the City of London Corporation's City's Cash. The City of London Corporation is committed to funding the ongoing net operational costs of the charity in accordance with the purpose, as stated above.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

4. Achievements and Performance

Key Targets for 2018/19 and review of achievement were:

The aims for 2018/19 for Highgate Wood were:

- Continued development and review of the new conservation area to ensure future regeneration of keystone tree species.
The conservation has developed well, and regeneration has been positive. Additional work will continue to ensure that this site is established and thriving.
- Implementation of the Woodland Management Plan.
The Woodland Management Plan has been implemented and is informing decisions and management of the Wood
- Tree management and health work, including disease control for OPM and Masaria
Careful management has been taking place to ensure control of disease, which is an on-going threat. The actions taken have ensured that effective management is carried out and the site is cared for effectively.

The aims for 2018/19 for Queen's Park were:

- Tennis Court refurbishment programme.
The refurbishment programme was completed, providing improved court surfaces for visitors and enhancing this valuable asset.
- Development and delivery of plans for the Farm at Queen's Park in order provide to a sustainable facility.
The development work at the farm has been completed and has revitalised this much loved facility. The footprint of the site has increased, taking in some of the yard area, to provide improved housing for the animals. The project has been completed by staff and has enabled a collaborative approach to delivering a significant improvement to the park.
- Develop plans in order to deliver improvements the sandpit and adjacent toilet block at Queen Park, carrying out effective communication and engagement with stakeholders.
Plans have been developed and a great deal of consultation has taken place in order to progress this project. Due to the cost and scale of the development funding has been sought to support this project, and this will be progressed in the coming year.

The aims for 2018/19 for Highgate Wood and Queen's Park were:

- Development of policies and procedures linked to the City of London (Open Spaces) Bill, including an Events Policy
The Events Policy for Highgate Wood and Queen's Park have been developed. A range of other policies are in development and will be progressed in the coming year.

All of the above achievements enhanced the Open Space for the benefit of the public.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

5. Financial Review

Review of financial position

Investment income received of £6,006 (2017/18: £5,519) and income from donations £291 (2017/18: £1,726). Income from Charitable Activities comprised sales of products and materials £400 (2017/18: nil), fees and charges £70,945 (2017/18: £95,227), and rental income £79,886 (2017/18: £66,657). The contribution towards the running costs of the charity amounted to £1,244,748 (2017/18: £1,339,730). This net cost was met by the City of London Corporation's City's Cash.

The land and original buildings integral to the operation of the charity are deemed to have been historically held in trust by this charity and the financial statements reflect this. These original assets of this open space are treated as heritage assets.

Additions to land and capital expenditure on buildings are included in the financial statements as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. The charity's balance sheet reflects its ownership of these fixed asset additions net of depreciation, represented by a designated income fund.

Reserves Policy

The charity is wholly supported by the City of London Corporation which is committed to maintaining and preserving Highgate Wood and Queen's Park Kilburn out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. The charity also has a designated fund and the details are set out in Note 14 of the Notes to the financial statements.

Investment Policy

The charity's investments are held in units of the City of London Charities Pool. The investment policy of the Charities Pool is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool are available from the Chamberlain of London.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management Limited and the performance of the fund is measured against the Fund manager benchmark (FTSE All Share Index).

As at 31 March 2019, the Fund achieved a gross return of +4.05% compared to the FTSE All Share Index return of +6.36%. Over 3 years, the fund achieved a return of 8.31% compared to the FTSE All share Index return of 9.51%. Over 5 years, the fund achieved a return of 6.77% compared to the FTSE All Share Index return of 6.10%.

	18/19		17/18	
	3 Years	5 Years	3 Years	5 Years
Fund	8.31%	6.77%	5.97%	7.96%
FTSE All Share	9.51%	6.10%	5.86%	6.59%
Out performance	-1.20%	+0.67%	+0.11%	+1.37%

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

5. Financial Review (continued)

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although the Highgate Wood and Queens Park Kilburn charity does not undertake widespread fundraising from the general public, the legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Such amounts receivable are presented in our accounts as "voluntary income" and includes legacies and grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustees.

The charity is not bound by any undertaking to be bound by any regulatory scheme and the charity does not consider it necessary to comply with any voluntary code of practice.

We have received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times. As we do not approach individuals for funds we do not consider it necessary to design specific procedures to monitor such activities.

Going Concern

The Trustee considers the Trust to be a going concern. Please see Note 1(c) to the Financial Statements.

6. Plans for Future Periods

The aims for 2019/20 for Highgate Wood are:

- Tree management and health work, including disease control for OPM and Masaria
- Review of the Highgate Wood Conservation plan.
- Highgate Wood Roman Kiln Project, in partnership with Friends of Highgate roman Kiln (FOHRK), to secure funding to return the Roman Kiln, currently located in Bruce Castle Museum, to Highgate Wood.

The aims for 2019/20 for Queen's Park are:

- Further work in order to deliver improvements to the sandpit and adjacent toilet block at Queen's Park.
- Review of the Queen's Park Conservation Management Plan.
- Development of a Park Activity Plan to gain understanding of who currently visits the park and who doesn't and why; identifying barriers to access and seeking opportunities to overcome these.

The aims for 2019/20 for Highgate Wood and Queen's Park are:

- Development of policies and procedures linked to the City of London (Open Spaces) Bill.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Trustee's Annual report for the year ended 31 March 2019

7. Disclosure of information to the auditor

At the date of approval of this report, the Trustee confirms that:

- so far as they are aware, there is no relevant audit information of which the Auditor is unaware; and
- the Trustee has taken all the steps that it ought to have taken in order to make itself aware of any relevant audit information and to establish that the Auditor is aware of that information.

8. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and 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 (FRS 102) effective from 1 January 2015.

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial 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 these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- 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 discloses with reasonable accuracy at any time the financial position of the charity and enable the Trustee 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. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN
Trustee's Annual report for the year ended 31 March 2019

9. Adopted and signed for on behalf of the Trustee on 13 November 2019.

Jeremy Paul Mayhew MA MBA
Chairman of Finance Committee
Guildhall, London

Jamie Ingham Clark
Deputy Chairman of
Finance Committee
Guildhall, London

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Opinion

We have audited the financial statements of Highgate Wood and Queen's Park Kilburn (the Charity) for the year ended 31 March 2019 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, 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 2019 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 Charity in accordance with the ethical requirements 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 related to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN (CONTINUED)

Other information

The other information comprises the information included in the Annual Report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information.

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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- adequate 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, 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 determines 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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN (CONTINUED)

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.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:

<https://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 the Charities Act 2011. 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 the Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Condron (Senior Statutory Auditor)
For and on behalf of BDO LLP, statutory auditor
London

Date

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Statement of Financial Activities for the year ended 31 March 2019

	Notes	Unrestricted Funds General Fund £	2018/19 Designate d Fund £	2017/18 £	£
Income from:					
Donations and Legacies		291	-	291	1,726
Charitable Activities		151,231	-	151,231	161,884
Grant from City of London				1,244,74	1,339,73
Corporation		1,244,748	-	8	0
Investments		6,006	-	6,006	5,519
Total	4	1,402,276	-	1,402,27 6	1,508,85 9
Expenditure on:					
Charitable activities		1,402,276	16,488	1,418,76 4	1,525,34 6
Total	5	1,402,276	16,488	1,418,76 4	1,525,34 6
Net (loss)/gain on investments	10	(1,498)	-	(1,498)	1,498
Net (expenditure)		(1,498)	(16,488)	(17,986)	(14,989)
		-	-	-	-
Net movement in funds		(1,498)	(16,488)	(17,986)	(14,989)
Reconciliation of funds					
Total funds brought forward		164,806	202,497	367,303	382,292
Total funds carried forward	14	163,308	186,009	349,317	367,303

All operations are continuing.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Balance Sheet as at 31 March 2019

	Notes	2019	2018
		£	£
Fixed Assets			
Tangible Fixed Assets	9	186,009	202,497
Investments – 18,728 Charities Pool Units	10	163,308	164,806
		349,317	367,303
Current Assets			
Debtors	11	30,118	6,976
Cash at bank and in hand		50,537	113,663
		80,655	120,639
Creditors: Amounts falling due within one year	12	(80,655)	(120,639)
Net Current Assets		-	-
Total Assets less Current Liabilities		349,317	367,303
The Funds of the Charity			
<i>Unrestricted Income Funds</i>			
General Fund	14	163,308	163,806
Designated Funds	14	186,009	202,497
Total Charity Funds		349,317	367,303

Approved and signed for and on behalf of the Trustee

The Notes at pages 15-26 form part of these accounts.

Dr Peter Kane
Chamberlain of London
13 November 2019

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

(a) Basis of Preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention, as modified for the revaluation of financial investments measured at fair value, and in accordance with the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, published in 2015, Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS102) and the Charities Act 2011.

(b) Significant Management Judgements and Key Sources of Estimation

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of making judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

(c) Going Concern

The governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is updated from City's Cash. The latest forecast for the period to 2022/23 anticipates that adequate funding will be available to enable the Trust to continue to fulfil its obligations. On this basis the Trustee considers the Trust to be a going concern for the foreseeable future, therefore has prepared the financial statements on the going concern basis.

(d) Statement of Cash Flows

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2019 which is publicly available and can be found at www.cityoflondon.gov.uk.

(e) Fixed Assets

Heritage Land and Associated Buildings

Highgate Wood and Queen's Park Kilburn comprise 315 hectares (780 acres) of land, together with associated buildings, located in the North London boroughs of Haringey and Brent respectively. The objectives of the charity are the maintenance and the preservation of Highgate Wood and Queen's Park Kilburn in perpetuity for the recreation and enjoyment of the public.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

1. Accounting Policies (continued)

(e) Fixed Assets (Continued)

Highgate Wood and Queen's Park Kilburn are considered to be inalienable (i.e. may not be disposed of without specific statutory powers). Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings are included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

Tangible Fixed Assets

These are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. Land is not depreciated and other fixed assets are depreciated from the year following that of their acquisition. Typical asset lives are as follows:

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Infrastructure	up to 20

(f) Recognition of capital expenditure

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised provided that the expenditure is material (generally in excess of £50,000) and the asset yields benefits to the City of London, and the services it provides, for a period of more than one year. This excludes expenditure on routine repairs and maintenance of fixed assets which is charged directly within service costs.

(g) Managed Investments

Investments are made in the City of London Charities Pool which is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The unrealised gain on investments at the balance sheet date is included in the Trust's funds.

(h) Income Recognition

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN
Notes to the Financial Statements for the year ended 31 March 2019

1. Accounting Policies (continued)

(i) *Investment Income*

Investment income consists of distributions from the Charities Pool and interest receivable on cash balances.

(j) *Volunteers*

No amounts are included in the Statement of Financial Activities for services donated by volunteers, as this cannot be quantified.

(k) *Grants receivable*

Income from grants is recognised when there is evidence of entitlement to the grant, receipt is probable and its amount can be measured reliably. To this end, evidence of entitlement is assumed to exist when the formal offer of funding is communicated in writing to the Charity. Where there is a performance condition attached to the grant, entitlement is only recognised when the conditions have been met.

(l) *Contribution from City's Cash*

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides grant funding for certain capital works and this income is recognised in the Statement of Financial Activities when it is due from the City of London Corporation's City's Cash.

(m) *Rental income*

Rental income is included as the Charity's income for the year and amounts due but not received at year end are included in debtors.

(n) *Expenditure Recognition*

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(o) *Allocation of costs between different activities*

The City of London Corporation charges staff costs to the charitable activity costs on a time spent basis. Associated office accommodation is charged out proportionately to the square footage used. All other costs are charged directly to the charitable activity.

(p) *Pension Costs*

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £608.6m as at 31 March 2019 (£592.6m as at 31 March 2018). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's Trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

1. Accounting Policies (continued)

(p) Pension Costs continued

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. A triennial valuation was undertaken as of 31 March 2016 and as a result the employer's contribution rate to be adopted for the financial years 2017/18, 2018/19 and 2019/20 has been set at 21%. The next actuarial valuation of the Scheme was carried out as at 31 March 2019 and will set contributions for the period from 1 April 2020 to 31 March 2023. There are no outstanding or pre-paid contributions at the balance sheet date.

(q) Fund Accounting

The Trust may, at the Trustee's discretion, set aside funds, which would otherwise form part of general funds, for particular purposes. These funds are known as designated funds. The purposes of these funds are described in Note 14 to the accounts.

2. Tax Status of the Charity

Highgate Wood and Queen's Park Kilburn meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

3. Indemnity Insurance

The City of London Corporation takes out indemnity insurance in respect of all its activities. The charity does not contribute to the cost of that insurance.

4. Income

Income is comprised as follows:

	2018/19 £	2017/18 £
Income		
Donations and Legacies		
Donations	291	1,726
Interest	6,006	5,519
Total	6,297	7,245
Charitable activities		
Sales of products or materials	400	-
Fees and charges	70,945	95,227
Rental income	79,886	66,657
Total	151,231	161,884
Grant from the City of London Corporation	1,244,748	1,339,730
Total Income	1,402,276	1,508,859

Fees and charges

The fees and charges income relates to income received for use of sports facilities, sports tuition fees and charges for filming within the open spaces.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

4. Income (continued)

Grant from City of London Corporation

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity.

5. Expenditure

Expenditure is analysed between activities undertaken directly and support costs as follows:

	Activities undertaken directly £	Support costs £	2018/19 £	2017/18 £
Charitable activities	1,217,213	201,551	1,418,764	1,525,346

No expenditure is incurred by third parties to undertake charitable work on behalf of the charity.

Charitable activities

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred as the running costs of Highgate Wood and Queen's Park Kilburn.

Auditor's remuneration and fees for external financial services

BDO are the auditors of the City of London City's Cash. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the Trust during the year or in the previous year.

Trustee's expenses

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the City. However, Members may claim travelling expenses in respect of activities outside the City and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses have been claimed in the year (2017/18: nil).

6. Support Costs

The cost of administration which includes the salaries and associated costs of officers of the City of London Corporation, together with premises and office expenses, is allocated by the City of London Corporation to the activities under its control, including this charity, on the basis of employee time spent on the respective services. These expenses include the cost of administrative and technical staff and external consultants who work on a number of the City of London Corporation's activities.

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

6. Support Costs (continued)

Support costs allocated by the City of London Corporation to the charitable activity are derived as follows:

	2018/19	2017/18
	£	£
Department		
Chamberlain	32,119	28,147
Comptroller & City Solicitor	15,534	15,944
Open Spaces Directorate	20,115	19,953
Town Clerk	36,603	41,134
City Surveyor	37,645	34,649
Information Systems	49,724	47,818
Other governance and support costs	9,811	9,967
Total support costs	201,551	197,612

The main support services provided by the City of London Corporation are:

Chamberlain

Accounting services and financial systems

**Comptroller and
City Solicitor**

Property, litigation and commercial relations

Open Spaces Directorate

Expenditure on Open Spaces and Open Spaces. The resources available

Town Clerk

Committee administration and public relations

City Surveyor

Work undertaken on surveying services and maintenance

Information Systems

The support and corporate provision of development

6. Support Costs (continued)

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

Other governance costs Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.

7. Staff Numbers and Costs

The average actual number of staff employed by the City of London Corporation charged to Highgate Wood and Queen's Park Kilburn in 2018/19 is 18 (2017/18: 19) at a cost of £802,042 (2017/18: £797,813). The table below sets out the employment costs and the number of average actual staff charged directly to the charity.

	No of employees	Gross Pay £	Employer's National Insurance £	Employer's Pension Contribution £	Total £
2018/19 Charitable activities	18	627,446	60,184	114,412	802,042
2017/18 Charitable activities	19	626,017	60,382	111,414	797,813

There were no employees whose total employee benefits were above the £60,000 threshold (2017/18 nil).

The Trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £5,604 in 2018/19 (2017/18: £5,536). Trustees are unpaid and do not receive allowances.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

8. Heritage Assets

Since 1886 the primary purpose of the Charity has been the preservation of Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public. As set out in Note 1(d), the original heritage land and buildings are not recognised in the Financial Statements.

Policies for the preservation and management of Highgate Wood and Queen's Park Kilburn are contained in the Highgate Wood and Queen's Park Kilburn Management Plan 2010. Records of heritage assets owned and maintained by Highgate Wood and Queen's Park Kilburn can be obtained from the Director of Open Spaces at the principal address as set out on page 2.

Additions to heritage land or buildings, where relevant information is available, are included at historic cost less accumulated depreciation in accordance with Note 1 (d).

9. Tangible Fixed Assets

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

At 31 March 2019 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £186,009 (31 March 2018 £202,497) as set out below.

	Land and Buildings £	Infrastructure £	Total £
<u>Cost</u>			
Balance at 1 April 2018 and at 31 March 2019	166,388	257,130	423,518
<u>Accumulated depreciation</u>			
Balance at 31 March 2018	42,770	178,251	221,021
Charge for year	3,341	13,147	16,488
At 31 March 2019	46,111	191,398	237,509
<u>Net book values</u>			
At 31 March 2019	120,277	65,732	186,009
At 31 March 2018	123,618	78,879	202,497

10. Fixed Asset Investments

The investments are held in the City of London Corporation Charities Pool as a registered UK charity with the Charities Commission (charity number 1021138) and are used internally by the City of London Corporation as a Unit trust.

The value of investments held by the charity is as follows:

	General Fund £	2019 £	2018 £
Market Value 1 April	164,806	164,806	163,308
(Loss)/gain for the year	(1,498)	(1,498)	1,498
Market Value 31 March	163,308	163,308	164,806
Cost 31 March	107,254	107,254	107,254
Units in Charities Pool	18,728	18,728	18,728

10. Fixed Asset Investments (continued)

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

The majority of the surplus funds are invested with the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust.

The Charities Pool is a UK registered unit trust.

The geographical spread of listed investments at 31 March was as follows:

	2019 £	2018 £
Equities		
UK	126,159	128,614
Overseas	18,621	20,199
Bonds – UK & Overseas	-	1,066
Pooled Units - UK	11,174	11,192
Cash held by Fund Manager	7,354	3,735
Total Funds	163,308	164,806

11. Debtors

Debtors consist of amounts owing to the charity due within one year.

	2019 £	2018 £
Rental Debtors	17,760	-
Other Debtors	1,723	1,774
Payments in Advance	5,363	5,202
Recoverable VAT	5,272	-
Total at 31 March	30,118	6,976

12. Creditors

Creditors consist of amounts owing by the charity due within one year.

	2019 £	2018 £
Trade Creditors	3,878	2,806
Accruals	28,289	57,008
Other Creditors	15,269	30,187
Rent Deposits	19,694	19,694
Receipts in Advance	13,525	10,944
Total at 31 March	80,655	120,639

13. Highgate Wood and Queen's Park Kilburn Analysis of Net Assets by Fund at 31

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

March 2019

	Unrestricted Funds		2019	2018
	General Fund	Designated Fund		
	£	£	£	£
Tangible Fixed Assets	-	186,009	186,009	202,497
Investments	163,308	-	163,308	164,806
Current Assets	80,655	-	80,655	120,639
Current Liabilities	(80,655)	-	(80,655)	(120,639)
Total Net Assets	163,308	186,009	349,317	367,303

	Unrestricted Funds		2018	2017
	General Fund	Designated Fund		
	£	£	£	£
Tangible Fixed Assets	-	202,497	202,497	218,984
Investments	164,806	-	164,806	163,308
Current Assets	120,639	-	120,639	192,768
Current Liabilities	(120,639)	-	(120,639)	(192,768)
Total Net Assets	164,806	202,497	367,303	382,292

HIGHGATE WOOD AND QUEEN'S PARK KILBURN
Notes to the Financial Statements for the year ended 31 March 2019

	Fund Balances Brought Forward £	Income £	Expenditure £	Losses and Gains £	Fund Balances Carried Forward £
Unrestricted Funds					
General Funds					
Investments	164,806	1,418,639	(1,418,639)	(1,498)	163,308
	164,806	1,418,639	(1,418,639)	(1,498)	163,308
Designated Funds					
Capital Adjustment Account	202,497	-	(16,488)	-	186,009
	202,497	-	(16,488)	-	186,009
Total Unrestricted Funds	367,303	1,418,639	(1,435,127)	(1,498)	349,317
Total Funds	367,303	1,418,639	(1,435,127)	(1,498)	349,317

Notes to the funds

Unrestricted funds

1) *General funds*

General fund - the operating deficit of the charity is financed by the City of London Corporation. The balance consists of Charities Pool units following the transfer of the assets from the Ward's People's Recreation Ground Fund to Highgate Wood and Queen's Park Kilburn on 10 August 2011. The income from the units is transferred to the running costs of Highgate Wood and Queens Park.

2) *Designated funds*

Designated funds consist of fixed assets at historic cost less accumulated depreciation in accordance with Note 1 (d).

HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Notes to the Financial Statements for the year ended 31 March 2019

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under "Expenditure" and an explanation of these services is set out in Note 6 for support costs of £201,551 (2017/18: £197,612). The City of London Corporation's City's Cash meets the deficit on running expenses of the charity. This amounted to £1,244,748 (2017/18: £1,339,730) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable trusts. These trusts do not undertake transactions with Highgate Wood and Queen's Park Kilburn. A full list of other charitable trusts of which the City of London Corporation is Trustee is available on application to the Chamberlain of the City of London.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances. Investment income of £6,006 was earned during the year (2017/18: £5,519).

Members of the City of London Corporation responsible for managing the Trust are required to comply with the Relevant Authority (model code of conduct) Order 2001 issued under the Local Government Act 2000 and the City of London Corporation's guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation's code of conduct;
- a register of interests is maintained;
- pecuniary and non-pecuniary interests are declared during meetings;
- Members do not participate in decisions where they have an interest.

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests. In this way, as a matter of policy and procedure, the City of London Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members and officers interests which require separate reporting. Transactions are undertaken by the Trust on a normal commercial basis.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank