



West Ham Park Committee

Date: MONDAY, 19 FEBRUARY 2024
Time: 9.30 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Caroline Haines (Chair)	Catherine Bickmore
Andrew McMurtrie (Deputy Chairman)	Rafe Courage
Eamonn Mullally	Councillor Joy Laguda MBE
James St John Davis	Justin Meath-Baker
Wendy Mead	Reverend Simon Nicholls
Benjamin Murphy	Councillor John Whitworth
Oliver Sells KC	Tim Hodgson
Deputy Alpa Raja	

Enquiries: Polly Dunn
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**

3. **MINUTES**

To agree the public minutes of the West Ham Park Committee meeting on 4 December 2023.

For Decision
(Pages 5 - 10)

4. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director Environment.

For Decision
(Pages 11 - 18)

5. *** DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - ENVIRONMENT DEPARTMENT**

Report of the Executive Director Environment.

For Information
(Pages 19 - 34)

6. *** ASSISTANT DIRECTOR'S UPDATE**

Report of the Executive Director Environment.

For Information
(Pages 35 - 40)

7. *** PLANNING FOR THE 150TH ANNIVERSARY FOR WEST HAM PARK**

Report of the Executive Director Environment.

For Information
(Pages 41 - 44)

8. *** WEST HAM PARK FORMER NURSERY SITE**

Report of the Executive Director Environment.

For Information
(Pages 45 - 54)

9. *** OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER 2023) 2023/24 - WEST HAM PARK**

Report of the Chamberlain.

For Information
(Pages 55 - 68)

10. *** WEST HAM PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**

Joint report of the Chamberlain and Executive Director Environment.

For Information
(Pages 69 - 102)

11. **VISION AND STRATEGIES**

Executive Director Environment to be heard.

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

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

14. **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 that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Non-public Agenda

15. *** CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL (JANUARY 2024)**

Joint report of the Executive Director Environment and Executive Director of Innovation and Growth.

For Information
(Pages 103 - 112)

16. *** CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE
NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint report of the Managing Director of City Bridge Foundation and Executive
Director Environment.

For Information
(Pages 113 - 122)

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

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

WEST HAM PARK COMMITTEE

Monday, 4 December 2023

Minutes of the meeting of the West Ham Park Committee held at Committee Room -
2nd Floor West Wing, Guildhall on Monday, 4 December 2023 at 11.30 am

Present

Members:

Caroline Haines (Chair)
Andrew McMurtrie (Deputy Chairman)
Eamonn Mullally
Wendy Mead
Oliver Sells KC
Catherine Bickmore
Rafe Courage
Richard Gurney
Justin Meath-Baker

In Attendance:

Benjamin Murphy
Councillor Joy Laguda MBE
Councillor John Whitworth
Tim Hodgson

Officers:

Emily Brennan	- Environment Department
Anna Cowperthwaite	- Comptroller and City Solicitor's
Simon Glynn	- Environment Department
Clem Harcourt	- Chamberlain's Department
Joanne Hill	- Environment Department
William LoSasso	- Environment Department
Bob Roberts	- Environment Department
Joseph Smith	- Town Clerk's Department
Blair Stringman	- Town Clerk's Department

1. APOLOGIES

There were no apologies.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations of interest.

3. MINUTES

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 16 October 2023 be agreed as a correct record.

MATTERS ARISING

- a) The Chairman gave thanks to Richard Gurney acknowledging his final meeting. It was noted that Richard has been a dedicated Member of the committee since the early to mid-1990s, serving for a remarkable period of almost three decades. The Committee expressed its gratitude for Richards significant contributions, especially considering the unique role he has held as the heir-at-law.

4. **TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning the review of its Terms of Reference.

RESOLVED – That, the terms of reference of the West Ham Park Committee, be approved for submission to the Court of Common Council in April, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

5. ***ASSISTANT DIRECTOR'S UPDATE**

The Committee received a report of the Interim Executive Director, Environment concerning an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since July 2023.

The Assistant Director provided an update on the nursery site, focusing on community engagement, stakeholder involvement, and the timeline of the project. Members noted that the community engagement process was set to begin in early 2024 and aimed to understand public needs and aspirations related to the park. Stakeholders include the Friends of West Ham Park, local sports clubs, schools, residents, and businesses. Members were informed that that the goal was to gather input on an acceptable and viable redevelopment of the former nursery and consider planning permission requirements.

Members highlighted the importance of involving volunteers, acknowledgment of the Gurney family's support, and plans for celebrating the 150th anniversary of the park's transfer to the City of London. Additionally, there were suggestions to invite the Friends of West Ham Park to present at future meetings and explore collaboration with the probation service for unpaid work opportunities.

Members raised questions about public consultation plans, a dedicated website for the project, and ensuring clarity in communication with London Borough of Newham. The discussion also touched on the importance of aligning project costs properly and the need for a clear project cost centre. The Committee acknowledged the need to explicitly distinguish between London Borough of Newham and the local planning authority to avoid confusion.

RESOLVED – That, the report be noted.

6. ***BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-SEPTEMBER 2023)**

The Committee received a report of the Chamberlain concerning an update on progress against the Environment Department's high-level Business Plan 2023/24.

RESOLVED – That, the report be noted.

7. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL – SEPTEMBER 2023) 2023/24 – WEST HAM PARK**

The Committee received a report of the Chamberlain concerning an update on the operational finance position as of period 6 (April – September 2023) 2023/24 for West Ham Park's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position.

Members noted a projected overspend of £37,000 on the local risk budget, attributed to reduced income from tennis and additional expenditure on equipment and premises-related costs. Officers additionally provided updates on capital projects, outstanding debts, and reserves held by the charity, noting, an extra £80,000 from the operational property reserve was allocated to support community engagement, particularly related to the disposal of the nursery site.

In relation to the West Ham Park Playground Project, concerns were raised about potential overspending, and questions were posed regarding the design and material issues. Officers responded, providing clarification on the current approved budget and the potential for additional budget release as the project progresses through the next gateway. A suggestion was made by a Member to provide a clear tabulation of outstanding works against available resources for the playground project at the next committee meeting. This detailed list could offer greater clarity on what has been spent, what is yet to be spent, and any potential funding gaps. Discussion also touched upon the impact of COVID-19 on the playground project, with the loss of lottery funding and subsequent support from the city. The historic context was emphasised, and it was acknowledged that the next meeting would provide more up-to-date figures.

A Member raised a question regarding the Superintendent's confidence in bringing the projected overspend under control before year-end. The response highlighted that figures provided were until the end of September and that ongoing financial monitoring and management were in place across all charities.

RESOLVED – That, the report be noted.

8. **REVENUE AND CAPITAL BUDGETS 2024/25**

The Committee considered a report of the Chamberlain concerning approval of the proposed revenue and capital budgets for the West Ham Park Committee for 2024/25, for subsequent submission to the Finance Committee.

Members noted the proposed net expenditure budget for the committee was 1.182 million, indicating an increase of 72,000 compared to the previous year.

Officers highlighted that Appendix 2 provided details on the total net local resource base of 752,000 for 2024-25, with adjustments made for inflation. Officers noted that budget adjustments included considerations for the TOM Structure implementation and the transfer of staffing budgets between divisions. Additionally, officers informed Members that the proposed budget encompassed budgets for central items such as capital charges, recharge, and support service budgets. It was noted that these were distinct from local risk budgets and are outside the control of the chief officer.

RESOLVED – That Members,

- a) Approve the Committee’s proposed revenue budget for 2024/25 for submission to Finance Committee.
- b) Approve the Committee’s proposed revenue budget for 2024/25 for submission to Finance Committee.
- c) Agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be authorised to the Chamberlain in consultation with the Interim Executive Director Environment.

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

There were no questions.

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

There was no urgent business.

11. **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 that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

12. **MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 16 October 2023 be agreed as a correct record.

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

There were no questions.

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

The was no urgent business.

The meeting ended at 12.48 pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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Committee(s)	Dated:
West Ham Park Committee	19 February 2024
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Interim Executive Director Environment	For decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report is presented to provide the West Ham Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which includes West Ham Park, are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for the West Ham Park Charity (registered charity number: 206948). In accordance with the Charity Commission’s Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity’s annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

The risks faced by the West Ham Park charity are summarised in this report and at Appendix 1.

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the West Ham Park Summary Risk Register (Appendix 1) satisfactorily identifies the key risks to the West Ham Park charity and that an appropriate risk management process is in place.

Main Report

Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Your Committee receives a quarterly update on the risks faced by the West Ham Park charity. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Interim Executive Director Environment assures your Committee that all risks held by the West Ham Park charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 2.
6. The risk register for West Ham Park is summarised in the main body of this report and at Appendix 1. For each risk, officers are undertaking a range of actions to mitigate the effects.

Current Position

West Ham Park Risks

7. The West Ham Park Risk Register, summarised below and at Appendix 1, contains nine risks (one RED, seven AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.
8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The titles of some risks have been updated to improve clarity. None of the risk scores have changed.

- **ENV-NE-WH 011:** Decline in condition of assets (*RED*, 16)

- **ENV-NE-WH 004:** Budget pressures (*AMBER, 12*)
- **ENV-NE-WH 006:** Adverse impacts of extreme weather and climate change (*AMBER, 12*)
- **ENV-NE-WH 003:** Risks to health and safety (*AMBER, 8*)
- **ENV-NE-WH 009:** Impacts of anti-social behaviour on staff and sites (*AMBER, 8*)
- **ENV-NE-WH 012:** Recruitment of suitable staff (*AMBER, 8*)
- **ENV-NE-WH 014:** Tree failure (*AMBER, 8*)
- **ENV-NE-WH 005:** Negative impacts of pests and diseases (*AMBER, 6*)
- **ENV-NE-WH 010:** Negative impacts of development and encroachment (*GREEN, 4*)

Risk Management Process

9. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
10. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system.
11. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

Identification of New Risks

12. New and emerging risks are identified through several channels, including:
 - Directly by senior management teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

Corporate and Strategic Implications

13. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
14. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into

consideration as part of the development of the Natural Environment Divisions' emerging strategies.

15. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

16. The proactive management of risk, including the reporting process to Members, demonstrates that the Natural Environment Division of the Environment Department is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

Appendices

- Appendix 1 – West Ham Park Summary Risk Register
- Appendix 2 – City of London Corporation Risk Matrix

Contact

Joanne Hill, Business Planning and Compliance Manager, Environment Department

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West Ham Park Summary Risk Register





Generated on: 18 January 2024



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-WH 011	Decline in condition of assets	16		12			
ENV-NE-WH 004	Budget pressures	12		8			
ENV-NE-WH 006	Adverse impacts of extreme weather and climate change	12		6			
ENV-NE-WH 003	Risk to health and safety	8		4			
ENV-NE-WH 009	Impacts of anti-social behaviour on staff and site	8		6			
ENV-NE-WH 012	Recruitment of suitable staff	8		4			
ENV-NE-WH 014	Tree failure	8		6			
ENV-NE-WH 005	Negative impacts of pests and diseases	6		4			

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Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-WH 010	Negative impacts of development and encroachment	4		4			



City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Agenda Item 5

Committee:	Date:
West Ham Park Committee: For Information	19 February 2024
Natural Environment Board: For Decision	19 February 2024
Hampstead Heath, Highgate Wood & Queen's Park Committee: For Information	12 February 2024
Epping Forest and Commons Committee: For Information	21 March 2024
Subject: Draft High-Level Business Plan 2024/25 – Environment Department	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director Environment	For Information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report presents the Environment Department's draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Appendix A). Due to the complexity and scope of the Environment Department, three separate high-level Business Plans have been produced to reflect our three key Committee 'clusters'. Plans covering the other areas of the Department are being presented to the relevant service committees.

The draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens is being presented to the Natural Environment Board for approval. Once approved, the Plan will be updated in line with any changes requested by the Natural Environment Board and will become the 'final version' adopted in April 2024.

The three Natural Environment Management Committees (Epping Forest and Commons Committee; Hampstead Heath, Highgate Wood and Queen's Park Committee; and West Ham Park Committee) are receiving the Plan for information.

Recommendation

Members of the Natural Environment Board are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Appendix A).

Members of the West Ham Park Committee; the Epping Forest and Commons Committee; and the Hampstead Heath, Highgate Wood and Queen's Park Committee are asked to:

- i. Note this report.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-page 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 2024/25, the high-level Business Plan has further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives an overall picture of activity, priorities, stakeholder engagement, trends where applicable, and direction of travel. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.
3. The high-level Business Plans of each department follow a corporately mandated format and set of contents. This enables cross-departmental comparison and identification of dependencies and silos. The Environment Department's high-level Business Plans have been reviewed by a corporate Strategic Planning Group and have been approved by the Executive Leadership Board before being presented to Committees.

Draft final high-level Business Plan for 2024/25

4. This report presents, at Appendix A, the draft high-level Business Plan for 2024/25 for the Natural Environment Division and City Gardens.

a. Prioritisation

The priority workstreams for 2024/25 were identified by the Environment Department's Senior Leaders and their management teams, in consultation with other members of staff. The establishment of these core workstreams enables management teams to set appropriate objectives and action plans to achieve the overarching goals during the year ahead.

Due to the high-level nature of this Business Plan, the workstreams do not include all elements of the teams' work; there is a significant amount of 'business as usual' activity that will continue alongside the priority workstreams. Where possible, workstreams link to corporate strategies and priorities, as well as statutory duties.

This year's Business Planning process included a pilot exercise to assign one of thirteen prioritisation categories to each workstream, as shown on pages 3 and 4 of the Plan. However, please note that the workstreams have not been ranked, or presented, in order of priority.

The Natural Environment Division's priority workstreams for 2024/25 are to implement and begin to deliver the Division's core strategies. As these strategies were still in draft at the time of writing the Business Plan, some of the workstreams are necessarily broad

with performance targets yet to be determined. When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

b. Resources utilised

As part of the pilot prioritisation exercise, in the 2024/25 high-level Business Plans, every City Corporation department was required to include an estimation of the budget and people resource associated with each workstream. These figures are expressed as percentages of the overall revenue budget and Full-Time Equivalent (FTE) staff.

It has not been possible to determine accurate allocation of financial or people resources for each workstream; very few are discrete projects with specific budgets, and very few members of staff spend specific proportions of their time on one workstream. Therefore, the figures shown in the Business Plan are very much estimates. Should this exercise be repeated in future years, accurate methodology will need to be designed and applied in order to ensure consistency across and within departments.

c. Performance measurement

Progress made against priority workstreams is measured by monitoring key performance indicators and achievement of milestones. Performance is reviewed regularly by Directors and their management teams and is reported to Committees every six months to enable Member scrutiny.

In addition, the top-level workstreams identified in this plan flow down to local team management plans and the individual performance plans of members of staff, which provide further methods of assessing progress. This also enables individual officers to fully understand how their work feeds into divisional, departmental and corporate activities, aims and objectives.

d. Synergies and combatting silos

Workstreams have been linked to corporate priorities wherever possible. Page 6 demonstrates how the work of the Natural Environment Division and City Gardens aligns with core strategies and policies, including the new Corporate Plan 2024-29.

Page 8, 'Our People' contains information which relates to the whole of the Environment Department. Colleagues across the department are working collaboratively to identify synergies and break down siloed working practices. The Department's Business Services Division works to align common processes and procedures to achieve consistency. This Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning; Equality, Diversity and Inclusion; communications and engagement; information and data management; and GIS mapping.

Departmental Operational Property Assets Utilisation Assessment

5. The Environment Department's staff are based across 25 sites throughout London and the south-east. It holds approximately 340 physical assets, almost 270 of which are at its Natural Environment sites.

6. The Executive Director is represented by the City Operations Director on the Board for the Corporation's Operational Property Review Programme. As part of this Programme, the Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project.
7. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.
8. Following this, officers will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Corporate and strategic implications – The Environment Department is working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. It will shape its strategies and services appropriately to ensure they support achievement of the City Corporation's outcomes. Future Business Plans will be fully informed by the mission, aims and outcomes in the Corporate Plan 2024-29.

The Business Plan lists other key City of London strategies that the Natural Environment Division and the City Gardens team are helping to deliver. Any new strategies will be reviewed as they are approved and consideration given as to how the services can and will support their delivery. This will include the new Corporate Plan and the People Strategy.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public Sector Equality Duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group. The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Security implications - None

Conclusion

This report presents the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens. Members are asked to approve or note the Plan, as indicated. Once approved, the Plan will be updated in line with any changes requested by the Natural Environment Board and will become the 'final version' adopted in April 2024.

Appendices

Appendix A – Draft Environment Department high-level Business Plan 2024/25: Natural Environment Division and City Gardens.

Joanne Hill

Business Planning and Compliance Manager
Environment Department

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Natural Environment Division and City Gardens

The Environment Department shapes future environments and protects current ones.

It is the largest department in the organisation and provides a diverse range of services to London and the South East.

Within the 'square mile' we deliver many local authority and regulatory functions including planning and development; building control; engineering; highways and transportation; cleansing and waste; environmental health, licensing and trading standards. The SME Delivery Team provides advice and guidance for start-ups and small businesses which are located in, or visit, the City.

Further afield, we manage over 11,000 acres of stunning open spaces worth billions of pounds which capture thousands of tonnes of carbon a year and attract an estimated 25 million visitors.

We run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London's ports.

Due to the complexity and scope of the department, three separate high-level Business Plans have been produced to reflect our three key Committee 'clusters'. This plan covers the Natural Environment Division and City Gardens.

What's changed since last year... (to Oct 2023)

- Front line services continued to respond effectively to support the City's post-pandemic recovery.
- The Natural Environment's new organisational structure was implemented.
- A new Culture and Projects Section was established to deliver a joined-up approach to delivering projects, and our learning and heritage offers across the Natural Environment Division.

Major achievements 2023/24 (to Oct 2023):

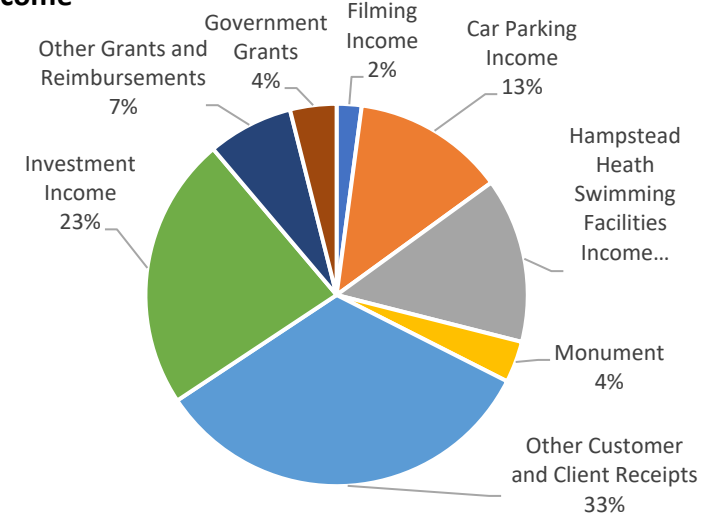
- City Gardens: Bunhill Fields Burial Ground, a Grade I listed landscape on the National Register of Parks, won a Green Flag Award. The prestigious scheme is an international benchmark, recognising some of the very best managed parks and green spaces in the world.
- All Natural Environment sites maintained their Green Heritage Accreditation and Green Flag awards and several won London In Bloom Awards.
- Epping Forest introduced pioneering invisible fencing technology to graze cows and received positive media coverage.
- The Commons' vehicle fleet was upgraded to be ULEZ compliant.
- The Learning Team provided case study for a Climate Action Pathways (CAPE) report, sharing the work of the team with educators and researchers across the UK.
- Keats House received funding from the Education Strategy Unit (ESU) to deliver the 'Culturally Speaking', 'Poetry Vs Colonialism' and 'Young Poet in the City' programmes in conjunction with other venues and partner organisations.

Where our money comes from and what we spend it on

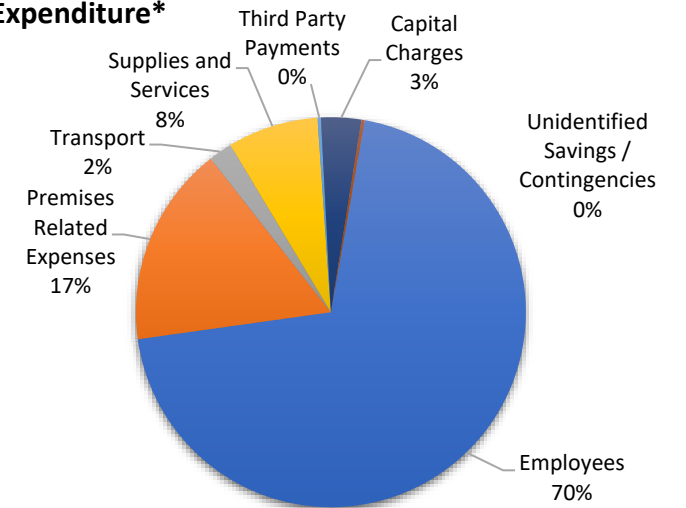
Total 2024-25 net expenditure is: £18.569m

Total FTE within scope of this Business Plan: 242 (28.09.2023)

Income*



Expenditure*



*N.B: The charts are based upon 2023/24 approved budgets as of Sept 2023.

Beyond 2024/25

Q1 2024/25

Q2 2024/25

Q3 2024/25

Q4 2024/25

2025/26

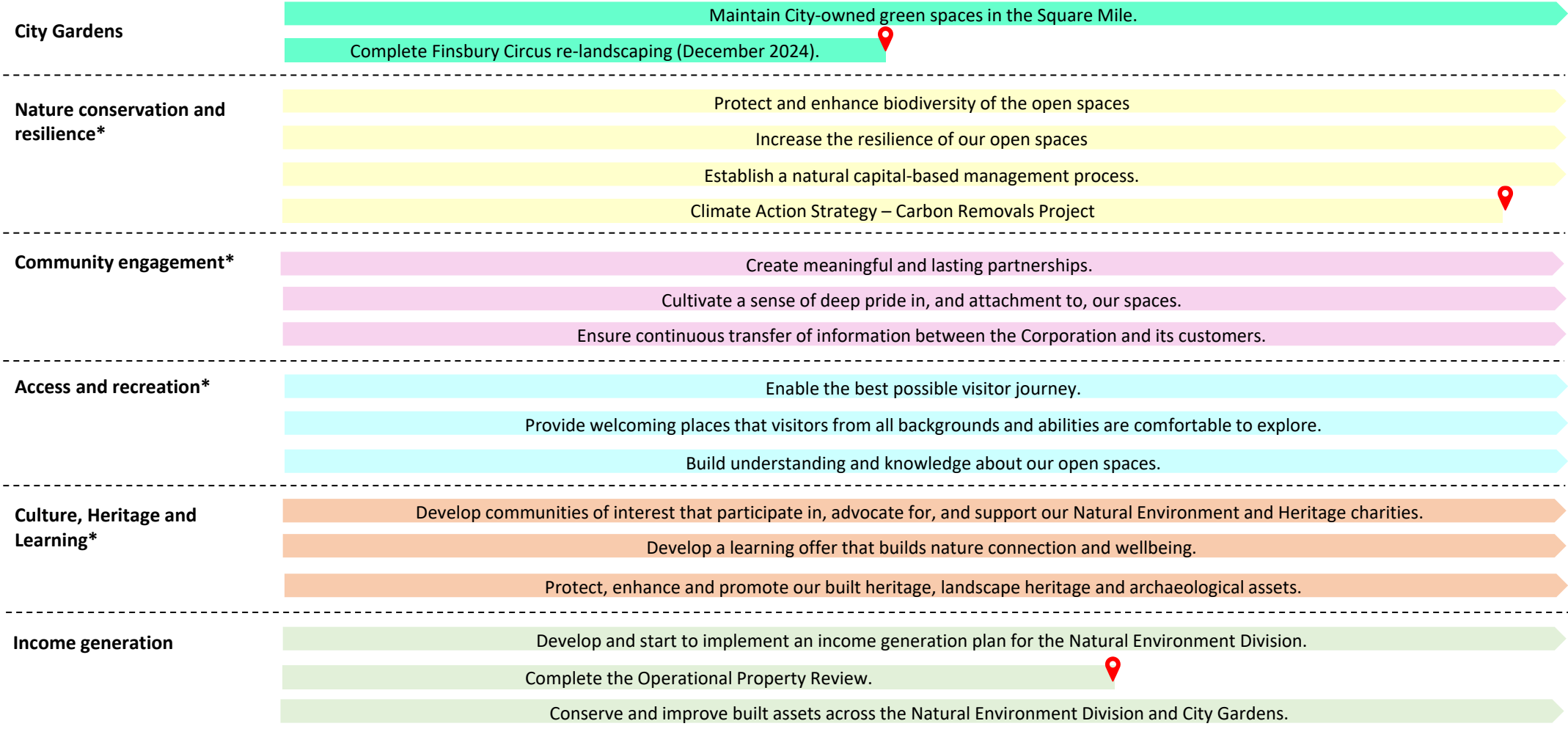
2026/27

Apr
May
Jun

Jul
Aug
Sep

Oct
Nov
Dec

Jan
Feb
Mar



* N.B. The Natural Environment Division’s workstreams reflect the developing suite of core Natural Environment Strategies (referred to later in this Plan). When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

Our major workstreams 2024/25

Workstream Name	Funding allocation % (of 2023/24 revenue budget)	People resource % (of FTE)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
City Gardens <ul style="list-style-type: none"> Maintain City-owned green spaces in the Square Mile. Complete Finsbury Circus re-landscaping (Nov 2023-Dec 2024). Effectively manage our spaces to ensure they are safe and pleasant and fit to provide the essential long-term benefits of green areas, including increasing biodiversity and adapting to become more climate resilient. 	11%	14%	2. Duty and Discretionary	<ul style="list-style-type: none"> Shared synergies and standards with similar Natural Environment spaces such as Hampstead Heath. Core strategies which can affect service requirements and delivery, including Destination City. Services are delivered out of operational facilities which are owned and maintained by City Surveyors. 	The Service will adapt to changing demands arising from expected increases in footfall resulting from implementation of the Destination City Strategy, climate change impact, and requirements of the Climate Action Strategy.	Achieve Green Flag Awards for Bunhill Fields and Finsbury Circus.	Annually	2	1 (Bunhill Fields)
						Meet Biodiversity Action Plan commitments by 2026.	Annually	14 actions by 2026	New KPI 2024/25
Nature conservation and resilience <ul style="list-style-type: none"> Protect and enhance the biodiversity of our open spaces. Increase the resilience of our open spaces within a wider, interconnected natural landscape. Establish a natural capital-based management process across our open spaces. 	29%	41%	7. Climate action.	<ul style="list-style-type: none"> Availability of specialist staff and financial resources. Access to planning system expertise for monitoring and responding to planning issues. Legal and financial support to facilitate land acquisition or partnership working agreements with neighbours. 	Protected habitats and species conserved in line with the UK Government's 25-year Environment Plan and legal obligations. Threats from damaging invasive species reduced or contained. Enhanced resilience to climate and other threats, ensuring continued delivery of natural capital benefits. Delivery of the Climate Action Strategy will ensure the Corporation meets its target of being Carbon neutral by 2027.	Biological survey records uploaded onto national recording databases within 12 months of collection.	Annually	100%	New KPI 2024/25
						Percentage of Local Authority plan consultations responded to.	Annually	100%	New KPI 2024/25
						Achieve annual carbon removal target.	Annually	-16.23 ktCO ₂ e	-16.23 ktCO ₂ e
Community engagement <ul style="list-style-type: none"> Partnership: create meaningful and lasting partnerships. Ownership: cultivate a sense of deep pride in, and attachment to, our spaces amongst users. Knowledge exchange: ensure continuous transfer of information between the Corporation and its customers. 	20%	19%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> Availability of staff and financial resources to deliver the Community Engagement Strategy's Action Plan. Engagement of customers, service users and partner organisations. 	Inclusive, accessible spaces which are physically and psychologically welcoming. Increased advocacy and volunteering to support the CoL and its green spaces. Greater customer participation and engagement will enable us to deliver services that better reflect the needs of the diverse communities we serve.	Number of partnership organisations that are delivering activities in our open spaces.	Annually	tbc	New KPI 2024/25
						Number of volunteer work hours.	Every six months	tbc based on 2023/24	Comparable data not available
						Visitors to Natural Environment Division web pages.	Every six months	1 million	921,079

Continued...

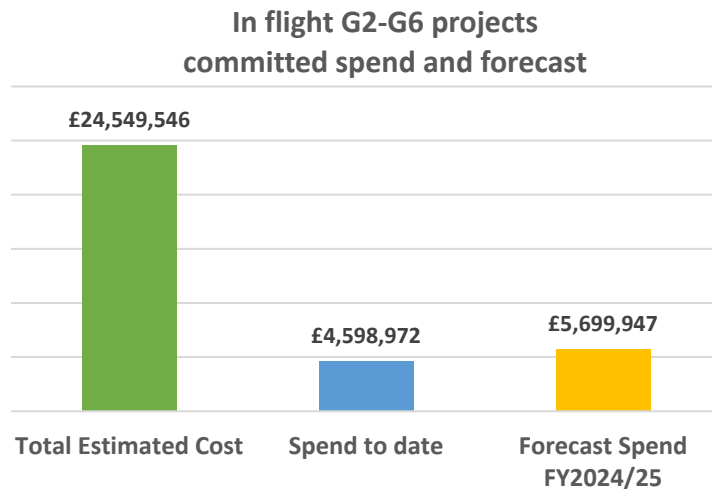
Workstream Name	Funding allocation % (of 2023/24 revenue budget)	People resource % (of FTE)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Access and recreation <ul style="list-style-type: none"> • Excellence: Enable the best possible visitor journey, creating the right information from pre-visit to on-site experience in exemplar sites. • Equal access: Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore • Inform: Build understanding and knowledge about our open spaces. Visitors will respect one another and will care for and advocate for the sites. 	20%	17%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> • Availability of staff and financial resources. • Income from SAMMS realised to pursue capital works. • Successful Countryside Stewardship Scheme bids. 	Open spaces are preserved for recreational benefit whilst maintaining the highest level of environmental protection. We provide the best possible visitor journey. All visitors are equally welcomed. Our spaces are welcoming places that visitors from all backgrounds and abilities are comfortable to explore.	100% of Waymarked trails are audited annually to maintain standards.	Annually	100%	New KPI 2024/25
						Provide accessibility information for every public facility on website by 2025.	Annually	100%	New KPI 2024/25
						Seasonal engagement sessions provided on site (minimum one per season per site).	Annually	Four per site	New KPI 2024/25
Culture, Heritage and Learning <ul style="list-style-type: none"> • Develop communities of interest that participate in, advocate for, and support our Natural Environment and Heritage charities. • Develop a learning offer that builds nature connection and wellbeing. • Protect and enhance our built heritage, landscape heritage and archaeological assets and promote them as part of our visitor and learning offers. 	7%	8%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> • Grant funding, recruitment and external partnerships. • Governance processes, operational property review, City Surveyor's expertise, funding to undertake repairs, maintenance and measures to protect built heritage assets. • Permissions from relevant local authorities and Historic England for assessment/works. 	Increased nature connection, pro-environmental behaviour and wellbeing of participants. More participants are from high pupil premium schools, are looked after children, young carers, young refugees and 13–25-year-olds who are struggling with education, employment or mental health. Built heritage, landscape heritage and archaeological assets are protected, meet statutory obligations, and are enhanced to support improved visitor and learning offer.	Number of participants per annum in our: School Learning programme: Play programme:	Annually	18,500 20,500	17,868 19,868
						Number of heritage assets on the 'Heritage at Risk' register.	Every six months	Three	Four
						Number of visitors per annum to our managed heritage attractions: Keats House: Monument:	Every six months	11,500 150,000	5,149 92,899
Income generation <ul style="list-style-type: none"> • Develop and start to implement an income generation plan for the Natural Environment Division. • Complete the Operational Property Review. • Conserve and improve built assets across the Natural Environment Division and City Gardens, tackling the 'bow wave' of maintenance backlog works. 	6%	2%	9. Income generation	<ul style="list-style-type: none"> • Operational Property Review and NE Charities Review (including the need for charities to restrict funds and carry funds forward). • Production of a comprehensive asset register. • The support of City Surveyor's Department with funding and delivery of the cyclical works programme. • Provision of adequate guidance, support and tools for staff to enable them to raise income. • Internal governance processes. 	Greater income will enable the charities to deliver more work to help achieve the vision and key priorities outlined in the Corporate Plan and the Natural Environment vision and strategies. It will also reduce dependence on City's cash and help us tackle some of the 'red' risks on the risk register, such as the maintenance backlog.	5% increase in income generation (on previous year).	Annually	tbc (awaiting 2023/24 figures)	(£,000's)
						Epping Forest & Buffer Lands:			2,835
						North London Open Spaces:			3,533
						The Commons:			1,416

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/2026	2026/2027	Funded or Unfunded
Build profile of completed Finsbury Circus	x		Funded
Secure Planning consent for redevelopment of West Ham Park nursery site	x	x	Part funded
Secure removal of Wanstead Grotto from Heritage At Risk Register	x		Part Funded
Establish a new landscape scale nature recovery working partnership.		x	Unfunded

In-flight Capital Projects (Gateway 2-6)

Total no. of projects: 15



Operational Property requirements

The Environment Department's staff are based across 25 sites throughout London and the south-east. We hold approximately 340 physical assets, almost 270 of which are at our Natural Environment sites.

As part of the Corporation's Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

Following this, we will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Operational Property Utilisation Assessment

Asset name	Assessment Complete?
Guildhall complex	Initial Workplace Survey completed June 2023. Detailed utilisation assessment to be considered as part of the OPR Programme.
Additional operational properties	No, utilisation assessments of these properties to be considered as part of the overall OPR Programme.

Key Risks

Details are accurate at January 2024 but are subject to continual review and change.

Our business risks are managed in accordance with the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risks are regularly reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the charities/ services within their remit to provide them with necessary assurance that risks are being managed and mitigated effectively, and to enable Members to fulfil their oversight and scrutiny role.

Each of the Natural Environment charities holds its own risk register. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. City Gardens is part of the City Operations Division, and its risks are held in a separate, non-charity, risk register.

Our highest risks fall within the subject areas listed below. The matrix shows the overall business risk profile for the Natural Environment Division and City Gardens Service.

Top risk subject areas

Decline in condition of assets (physical and natural)	Budget pressures
Lack of an asset register (Natural Environment)	Extreme weather and climate change
Wildlife management	Pests and diseases
Recruitment of suitable staff	Tree failure
Public behaviour	Impacts of visitor pressure

Risk profile

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		18	22	3
	Possible		10	20	2
	Unlikely		4	11	
	Rare				

Our Strategy and cross-cutting strategic commitments

Corporate Plan

We are working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. We will shape our strategies and services appropriately to ensure they support achievement of the City Corporation’s outcomes.

Our future Business Plans will be fully informed by the mission, aims and outcomes in the 2024-29 Corporate Plan.

Natural Environment Division Strategies

The Natural Environment Division’s overarching vision and mission statement is being refreshed and a suite of core strategies is being developed.

Subject to Committee approval, these strategies will support the aims and objectives of the new Corporate Plan 2024-2029, other Corporate strategies and policies, as well as the Charity Objects and the Environment Department’s vision and aims.

The Natural Environment Division’s major workstreams for 2024/25 (set out earlier in this document) are to implement and begin to deliver these strategies. When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

Overarching Natural Environment Vision and Mission

- Conservation and Nature Resilience Strategy
- Community Engagement Strategy
- Access and Recreation Strategy
- Culture, Heritage and Learning Strategy

Underpinning strategies and plans

- Income Generation Strategy
- Natural Environment Business Plans
- Natural Environment Masterplans
- Natural Environment Charity Review
- Operational Property Review

The key Corporate strategies we support are...

Climate Action Strategy

- Enhance carbon removal in our open spaces.
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing.
- Deliver further climate resilient planting schemes in City Gardens.

Cultural Strategy

- Develop, enhance and animate open and green spaces.
- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City.
- Support outdoor programmes to grow, and actively encourage sponsorship and participation from neighbouring commercial partners.

Destination City

- Improve the quality of green spaces in the City to create a more attractive and welcoming public realm.

Education Strategy

- Contribute to delivering the strategy actions, particularly under the aim to: *Ensure that the Square Mile’s outstanding cultural, historical and open spaces resources enrich the creative experience of London’s learners.*

Sport & Physical Activity Strategy

- Contribute to deliver the strategy actions, particularly under the outcome: *People enjoy good health and wellbeing and health inequalities are reduced.*

We will review any new corporate strategies and policies as they are approved and consider how our services can and will support their delivery during 2024/25 and in future years. This will include the new **Corporate Plan 2024-2029** and the **People Strategy**.

Our stakeholders and engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to those shown here).



Our Impacts



Stakeholder engagement

We continue to communicate with our stakeholders appropriately. For example:

- **Learning Programme** - The Natural Environment Learning Team worked with academic partners at Derby University to create a bespoke evaluation toolkit to measure participants' wellbeing, nature connection, confidence, understanding and involvement. The young participants rate themselves before and after a learning session, using a scale of smiley / sad faces to respond to a set of key questions.
- **Heritage** – Keats House Charity partnered with Cardiff University to deliver the 'Young Romantics in the City' programme for 2023/24.
- **City Gardens** - We regularly consult on proposed changes to the City Gardens, such as the Brewers' Hall Gardens and Finsbury Circus.
- **North London Open Spaces** – Consultations were undertaken on the proposed Woodland Walk at Queen's Park, the potential improvement projects at Parliament Hill, and other projects.
- **Epping Forest** - A project board including Friends of Wanstead Park and the Heritage of London Trust was established to oversee the restoration and maintenance of Wanstead Park Grotto.

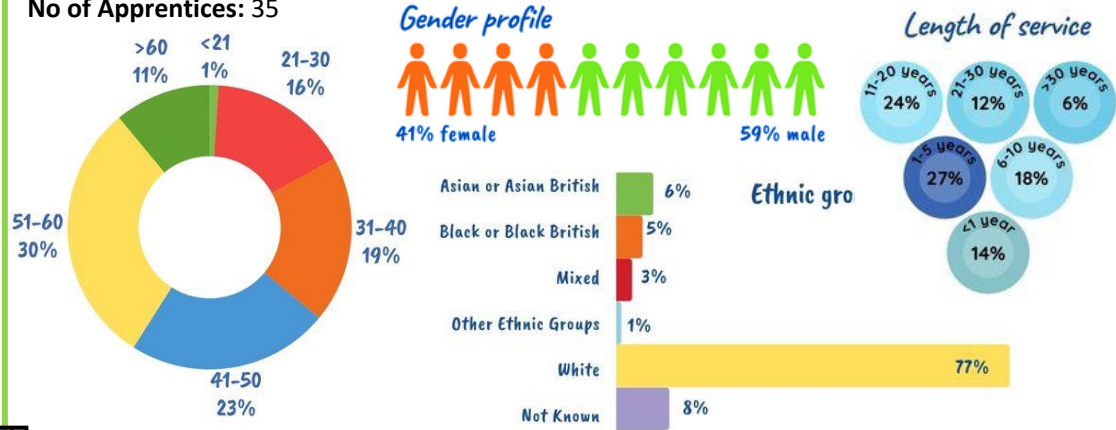
The data and information on this page relates to the whole of the Environment Department, not just to the services covered by this business plan. All data correct at 28/09/2023.

Environment Department Business Plan 2024/25 Page 32

Workforce representation

Current staffing levels: 679.1 FTE (headcount: 714)

No of Apprentices: 35



Developing our people

The first three priorities of our Departmental Workforce Plan for 2024/25 are:

- Improve staff communication and engagement.
- Increase people management skills and team building.
- Undertake a skills mapping audit.



We are increasing staff engagement through:

- Collaboration with corporate working groups and staff networks.
- Hosting staff network visits to our sites.
- Publishing a monthly departmental newsletter.
- Maintaining and promoting our departmental SharePoint site
- Our Departmental Working Groups which comprise representatives from all divisions (Communications; EDI; Health & Safety; Workplace; IT).
- Celebrating success, e.g. many nominees for the Celebrating our People Awards 2023.

We are developing capability and managing our talent through offering:

- Departmental induction sessions for new joiners.
- ILM Talent Management Programme.
- Supervisory training for managers.
- Specific training, e.g. 'Investigation' training for managers and 'Finance for non-financial managers' courses, which support corporate financial and HR objectives.
- Mentoring of apprentices and ILM candidates (and training for mentors).

Equality, Diversity and Inclusion

- The Environment Department is committed to driving forward the City of London Corporation's Equality, Diversity and Inclusion (EDI) agenda. The department's Senior Leadership Team, with the help of their Equalities Champions, seek to identify equality and inclusion priorities, develop appropriate actions to address inequalities and foster good relations between diverse groups.
- The Department's EDI Working Group consists of representatives (Champions) from across the department and is responsible for developing and ensuring compliance with the Departmental EDI Action Plan, and that actions support the CoL's overall Equality duties.
- The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan.

The first three priorities of our Departmental EDI Action Plan for 2024/25 are to ensure that:

1. Our staff have a clear understanding of the Equality Act 2010, particularly the PSED, and how it applies to them both in terms of service provision and working with colleagues. We will achieve this by ensuring staff undertake mandatory equality training and other relevant training, such as EQIAs and management skills.
2. Our Equality Champions actively support and advise managers and colleagues on EDI matters.
3. EQIAs are undertaken, recorded, and the results taken into consideration when making decisions on service delivery.

Health and Safety

The first three priorities of our Departmental Health and Safety Action Plan for 2024/25 are:

1. Mental Health – Stress Risk Assessments: Assess stress factors for all teams across the department, to determine the most effective actions to promote staff wellbeing.
2. Departmental Audit process: Implement a cross divisional Health and Safety compliance audit to share best practise and develop a departmental H&S culture.
3. Front line staff, including lone workers: Audit local processes, to ensure adequate controls are in place for vulnerable staff including lone workers.

Our work locations

Total Environment Department people resource: 679.1 FTE
(N.B. data is accurate at 28/09/2023 but is subject to continual change.)

Guildhall complex	268.2 FTE
Walbrook Wharf	13 FTE
London Gateway Port	55 FTE
River Division Office (Denton)	6 FTE
Heathrow Animal Reception Centre	47 FTE
Col Cemetery & Crematorium	53.9 FTE
Old Bailey (Coroner's service)	2 FTE
Epping Forest	52.8 FTE
Hampstead Heath, Highgate Wood, Queen's Park (Several different buildings across these sites.)	105.8 FTE
West Ham Park	12.5 FTE
Keats House	2.9 FTE
Ashted Common	6 FTE
Burnham Beeches and Stoke Common	14.2 FTE
West Wickham and Coulsdon Commons	11.8 FTE
City Gardens, Depot	28 FTE

The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented in the diagram below.



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Committee(s): West Ham Park Committee	Date(s): 19 February 2024
Subject: Assistant Director's update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment	For Information
Report author: Bill LoSasso, Assistant Director	

Summary

This report provides Members with an update on matters relating to West Ham Park since the last Committee meeting on 4 December 2023.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Conservation and Trees update

1. The tree inspection contract with London Borough of Islington recommenced in November 2023. The south-west quadrant of West Ham Park, which contains 802 trees, had a full inspection, and the remaining three quadrants had all the mature trees inspected. Fifteen trees have been identified for tree safety works, including several large London Planes. The North London Open Spaces Tree Team visited West Ham Park in December to draw up a priority tree works order for the tree contractor.
2. In November 2023, a large mature copper beech along Upton Lane had a Dynamic Load Test undertaken by a specialist arboricultural consultancy. The test revealed the tree had a satisfactory safety factor and required no works at this time.
3. During Storm Henk on 2 January 2024, a large sycamore and a medium sized mountain ash failed in the strong winds. The North London Open Spaces Tree Team attended the site to make both trees safe before the Park was

reopened to the public. During Storm Isha, the most recent winter storm on 21 January 2024, a large mature oak failed, which was made safe. West Ham Park remained closed during both these recent weather events in the interest of public safety and as per our severe weather protocol.

Events

4. We are busy working on the 150-year anniversary celebrations for 2024. A Steering Committee has been set up to finalise the concept and provide strategic guidance for the celebration, with several Committee members and other local stakeholders generously lending their time and expertise. The first meeting was held in early January to discuss and develop plans. We are currently working with the Friends of West Ham Park, the Natural Environment Division's Learning Team, West Ham United Football Club and local donors to create a robust calendar of events for the celebration and will report back to this committee as plans are finalised.
5. Park in the Dark was held by the Friends of West Ham Park on 8 December 2023. IT was a great success, with nearly 150 attendees. The participants made lanterns using battery-operated tea lights and glow sticks and then walked to the bandstand, which was illuminated by their creations. Upon arrival at the bandstand, everyone was greeted with carols from the Park Primary School Choir, and hot chocolate and mince pies were served.

Sports and recreation

6. Football has continued throughout December and January and the pitches have been used by both home teams. The West Ham Park team have maintained the pitches to a high standard and have recently completed some goal mouth renovation works that were needed due to damage and waterlogging caused from the heavy rains in November and December. The 11 a side grass pitch will now continue to be used by the local club, East London Ballers. Discussions are underway to prevent the waterlogging issue from recurring next year.
7. The cricket season starts in the spring, so the West Ham Park team is starting to prepare the pitches for the coming season. The hot summer months caused compaction and some damage to the pitches, but the autumn renovations have worked very well in bringing the pitches back up to standard. Work will be undertaken on the outfield this year as there is significant wear and tear and weed encroachment. There has been over 300 hours of use of the cricket nets in the past quarter.

150th anniversary

8. A separate report entitled 'Planning for the 150th anniversary for West Ham Park' has been submitted with the papers for this Committee.

Grounds Maintenance

9. The unseasonably warm weather has meant that visitor numbers have been relatively high for this time of year. The Rangers were cutting the grass up until the end of November, and this extended season reflects climatic changes.
10. Ground preparation for the hedge around the playground will commence in January/February 2024. A 360 excavator will be borrowed from the Epping Forest team to prepare the ground for soil conditioning and planting. The hedge will be a native hedge planted with species such as dogwood, hazel and hawthorn. The hedge will be three layers thick to create a more robust corridor and habitat for wildlife and will provide natural protection in a public area.
11. The planting of the playground raised beds took place in late November 2023. The day was led by the West Ham Park team along with horticultural apprentices from Golders Hill Park and Queens Park, which allowed for intra-divisional learning and collaboration. Seven corporate volunteers from Close Brothers Merchant Banking Group joined the day as well, expanding our partnership working and engagement impact. The selection of plants from New Zealand, Asia and the Mediterranean took inspiration from Fothergill's planting designs. The plant selection also took into consideration the location of the beds in a busy playground, so they are mature and 'child proof'. It was a great opportunity for the apprentices and corporate volunteers to learn how to manage and maintain the plants with knowledge and advice provided from the West Ham Park gardening team.
12. The gardening team has extended an existing shrub border to prevent a desire line that has recently been created through a lawn in the garden. The heavy footfall on this desire line was killing off the grass and creating a very boggy area on an ornamental lawn.

Playground

13. The playground at West Ham Park was recently inspected by an independent Health and Safety consultant, along with the other 10 playgrounds across the North London Open Spaces. A report was produced along with actions that needed to be undertaken, all of which have been completed. A new Playground Working Group has been established to discuss the recent inspections, reports and findings, with the aim of ensuring consistency with inspections and training across the North London Open Spaces. A Best Practice Guide on design, creation, installation, care and maintenance of playgrounds, including staff training, will also be written in line with the above review.

Partnerships

14. The team at West Ham Park continue to enjoy a strong partnership with the Friends of West Ham Park, who are a valued and dedicated provider of free community events, volunteer and engagement activities, and other forms of support for the park and surrounding community. Charlotte Cook, Chair of the Friends of West Ham Park, will join the Committee to provide an update on the tremendous work of the organisation.

Financial Implications

15. No implications.

Resource Implications

16. No implications.

Climate Implications

17. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

18. No implications.

Risk Implications

19. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

20. No impact.

Security Implications

21. Security implications are monitored and recorded through the Departmental Risk register.

Appendices

22. Ponds project 'Project on a Page'

Bill LoSasso
Assistant Director (Superintendent)
Natural Environment (North London Open Spaces)
bill.losasso@cityoflondon.gov.uk

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Committee(s): West Ham Park Committee	Date(s): 19 February 2024
Subject: Planning for the 150 th anniversary for West Ham Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment	For Information
Report author: Bill LoSasso, Assistant Director	

Summary

This report provides Members with an update on matters relating to West Ham Park since the last Committee meeting on 4 December 2023.

Recommendation

Members are asked to:

- Note the content of the report

Main Report

1. West Ham Park was transferred to the City of London Corporation by the Gurney Family on 20 July 1874. Since then, the Corporation has steadfastly overseen its protection, conservation, and improvement. Thousands of park keepers have devoted themselves to the park, often living on site as a demonstration of their commitment. Hundreds of thousands of volunteers have supported the park throughout its history. Millions of people have benefitted from the park and have used it as a place to play, relax, enjoy nature, and come together. Today, the park is the largest in Newham and is a place that improves the health and wellbeing of residents while supporting and protecting nature and biodiversity.
2. 150 years after the transfer, the Corporation seeks to commemorate the anniversary with a programme of activities that celebrates the past, marks the present, and instills optimism for the future.

3. A themed programme of activities will be delivered throughout the spring and summer that includes sports, learning and education, history, events, community activities, and a commemorative installation or planting.
4. The programme will culminate in a flagship event on Saturday, 20 July 2024 to mark the official transfer, likely consisting of a music event, community events, and a memorial planting. This will be followed by a sports-related event on Sunday, 21 July 2024.
5. As the 150th anniversary celebration is a significant milestone and opportunity to celebrate the Corporation's steadfast commitment to the Park, to acknowledge the many stakeholders that made the Park's creation and transfer possible, to engage the local community in its care and future, and to celebrate its importance and positive impact on people, wildlife, and the planet, it is important that officers have sufficient resource to plan and deliver the programme of activities.
6. To ensure sufficient resource, officers will seek different avenues to secure an additional funding allocation of approximately £25,000, which will be used to fund costs for an outdoor exhibition at two locations (The Guildhall and West Ham Park) similar to the successful and impactful exhibition displayed for Hampstead Heath's 150th anniversary. This funding will also be used to support additional event and programming delivery costs, additional grounds maintenance and reinstatement supply and material related costs, and the hiring of occasional casual staff required for additional tasks related to the increase in activities this financial year. If officers are unable to secure additional funding, then the celebration will have to be scaled accordingly to fit existing budget and staff capacity constraints.
7. Officers will report back progress on the planning and funding of the anniversary celebration to this Committee at its planned meeting of 16 May 2024.

Financial Implications

8. As noted in paragraph 6 above, officers are seeking additional funding sources for the West Ham Park charity 150th anniversary celebration.

Resource Implications

9. The anniversary celebration will require additional operational resource as noted within this report.

Climate Implications

10. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy,

which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

11. No implications.

Risk Implications

12. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

13. No impact.

Security Implications

14. Security implications are monitored and recorded through the Departmental Risk register.

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Agenda Item 8

Committee(s): West Ham Park Committee	Dated: 19 February 2024
Subject: West Ham Park former nursery site	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<i>City’s Corporate Plan</i> <i>Contribute to a flourishing society.</i> 4. <i>Communities are cohesive and have the facilities they need.</i> <i>Shape outstanding environments</i> 12. <i>Our spaces are secure, resilient and well-maintained.</i>
Does this proposal require extra revenue and/or capital spending?	N –within existing project budget
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Interim Executive Director, Environment	For Information
Report author: Simon Glynn	

Summary

This report provides an update on West Ham Park Charity’s plans for community and stakeholder engagement in relation to the former nursery site.

It describes the proposed timeline and methodology for engagement and provides an update on the appointment of consultants to support these activities.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. In October 2023, this Committee gave approval to officers to work towards a positive pre-application outcome (in relation to the redevelopment of the former nursery site) with LB Newham, informed by the Charity undertaking comprehensive stakeholder and community engagement.
2. The approved community engagement exercise would be undertaken by an engagement consultancy and supported by officers in the Natural Environment Division and City Surveyors' Department, conducted as soon as possible to fully understand the public needs and aspirations associated with the park and to build public support for the redevelopment of the site.
3. The Committee also approved further engagement with the local authority and statutory consultees to establish the heritage value of the site.

Current Position

4. Officers undertook procurement exercises between November 2023 and January 2024 to secure the necessary consultant expertise.
5. Formal appointments of a planning and heritage consultant (Montagu Evans) and community engagement consultant (make:good) were made in January 2024.
6. Both consultants, together with Corporation officers, are now planning and preparing for the forthcoming engagement activities. A timeline of planned community engagement is provided in Appendix 1.

Proposals

7. Appointed community engagement consultants make:good have an excellent track record of leading complex and sensitive community engagement activities as part of major development projects and offer considerable experience of working with communities in Newham. They will bring a data-led but also a creative and design-led approach, ensuring the engagement process is both robust and effective but also appealing and inclusive for the public. The consultants have strong existing relationships within the diverse local communities adjacent to West Ham Park, which should benefit this proposed engagement process. A short biography of both consultants is provided in Appendix 2.
8. The proposed methodology for the community engagement activities is as follows:
9. Review of demographic data: This would develop a comprehensive understanding of the communities and groups that use, are adjacent to and/or

have an interest in, West Ham Park and use this information to tailor the engagement activities accordingly.

10. Stakeholder Mapping: This would comprise building on the stakeholder mapping that has already been carried out and addressing any gaps identified. It would prioritise the stakeholders into those we want to run activities with and those who we want to work with to promote activities and extend the reach of the project. This step also includes a review of the dates of all planned events and activities outside the project and determine which ones would be suitable for the WHP project to have a presence.
11. Engagement Plan: Using the stakeholder mapping, this stage would confirm which activities are best to run to ensure a good reach and an inclusive audience. There would be an effective communications plan so that any misinformation or misunderstandings within the local community can be addressed. Included in this plan will be digital engagement using social media and an online survey platform. Stakeholders will be engaged to help promote digital activities and help extend reach.
12. Establish conversation framework: With activities identified and a network established to disseminate the engagement opportunity, a comprehensive conversation framework will be created to make sure we are clear on what we are asking, what feedback we want to focus on and making sure there is parity between digital and in-person activities.
13. Hold one-to-one conversations: Based on the conversation framework and engagement plan, make:good would write to specific stakeholders and invite them to a one-to-one conversation. This also provides an opportunity for them to establish relationships for forthcoming tag on activities or ways to promote opportunities to participate through their networks and mailing lists.
14. Conduct digital engagement: To get a good reach and to support an inclusive process, strong digital engagement will be conducted. This means utilising stakeholder networks, social media, surveys with a translation plug-in and adapting the website to ensure that there is the best opportunity to get the largest number of responses digitally.
15. Deliver pop ups and tag ons: This stage will use pop ups in West Ham Park itself and a range of opportunities for tagging on to existing activities or meeting existing groups to run engagement activities. The stakeholder map will help to hone these activities but make:good envisage running and creating pop ups, where people can map their feedback and contribute to what they see as the opportunities and concerns around the development. Having a peripatetic pop-up approach that allows us to take content to these different areas will be important to ensure that we capture a broad view of the project. Similarly, tagging on to existing activities will be an important way to reach a diverse audience and range of Park users.
16. Hold creative workshops: make:good would facilitate community design workshops; the make:good team are highly skilled facilitators and have

experience in developing hands on, creative workshops that are fun for participants and meaningful for everybody. They will bring in local partners to help run these workshops and could also work with the City of London learning team based at West Ham Park to tailor activities to their existing audiences. Workshops are a great way to bring in new audiences and make:good would explore creating a dedicated Young Designers Programme to bring in voices that do not normally participate. Workshops also allow us to focus our insight gathering on what people would like to see for the new open space part of the nursery site within parameters set out by the charity.

17. Deliver exhibitions: make:good, together with officers, would plan exhibitions in the park that go beyond simple boards but include activities and feedback mechanisms that are much more tactile and interesting for people to participate in.
18. Collate and analyse feedback: A data-gathering and analysis process would be established to capture regular updates on findings, analyse reach and identify any gaps in reach and put in place compensatory measures where required.
19. Ensure feedback loop: In order to ensure that the process has validity, a strong feedback loop will be created so that all stakeholders, including the public, can review findings at regular intervals to ensure our understanding of feedback is accurate or if stakeholders have other things to add. The feedback loop also means that at the end of the engagement there is a means to share the insight of the community, what has been done with that insight and to confirm next steps.
20. Produce report: At the end of the engagement work a high-quality report will be produced, setting out the process, activities, reach, key findings, next steps and recommendations.
21. Produce community brief: This document will summarise the needs and aspirations of the stakeholders who participated in the engagement process and in a format that will inform the design of a redevelopment of the former nursery site.
22. The timeline for the planned community engagement activities is provided in Appendix 1. A summary of the key stages is as follows:
 - February 2024 – Stage 1: Setting up engagement.
 - March-July 2024 – Stage 2: Engagement activities.
 - July-September 2024 – Stage 3: Wrap up engagement, final analysis and report.
23. Appointed planning and heritage consultants Montagu Evans have an excellent track record of leading planning and heritage research and engagement as part of major development projects and offer considerable experience of working with LB Newham, Historic England and other relevant statutory and amenity organisations. The consultants have strong, existing relationships with the stakeholders named above, which should benefit the project by facilitating constructive, timely engagement. Both Montagu Evans and make:good will share insight throughout the engagement period to inform their respective workstreams.

Montagu Evans will review the outputs of the community engagement and advise the charity accordingly.

24. The proposed planning and heritage activities, led by Montagu Evans in 2024 are as follows:

- February 2024 - Engage Historic England and secure their written feedback on the specific heritage value of the nursery site.
- March 2024 - Ensure the Charity makes representations to the next round of public consultation on the Newham Local Plan.
- June 2024 - Review the output from the community engagement workshops and advise the Charity on any impacts arising from the feedback.
- October 2024 - Advise the Charity on how best to approach Newham at the conclusion of the stakeholder and community engagement activities and secure 'in principle' support for a redevelopment of the site.

Key Data

25. The community engagement consultants will be reviewing key data to tailor the engagement activities and ensure the best response rates. Based on the demographics within a one-mile radius of the park, the largest age groups in the area are <19 (29%) and 25-34 (21%). Therefore, it is important for to focus on engagement with young people in the area and extending that to include participation of residents under the age of 34.

26. make:good would aim to work with the local schools, including Park Primary School, St Bonadventures, Newham College and Stratford School Academy, youth programmes / groups in the areas such as the Newham Scouts and West Ham Air Cadets. This approach will allow make:good to reach people beyond the age of 19 but still within the young people category.

27. In order to reach the 25 - 34 age bracket we know that working with the parents of the local school children will be important as well as running pop-up activities within the park in and around the playground so that we can capture both parents and their children. For the 11% of households without children, other media channels and activities will be used and created to reach this demographic.

28. As the largest ethnic group around the park is Asian / Asian British (49%), make:good would also aim to focus on working with local community groups in the area in order to capture representative feedback and dataset. Our approach includes employing some local people to support our engagement work as we know that people are more likely to participate in something involving a local person.

Strategic, Charity and Corporate Implications

29. Strategic implications: This Committee has previously approved the delivery of these community and stakeholder engagement activities as being in the best interests of the West Ham Park charity.

30. Financial implications: None - The cost of the community and stakeholder engagement work is within the approved project budget.

31. Resource implications: None

32. Legal implications: None

33. Risk implications: The proposed community and stakeholder engagement activities seek to limit project risks through effective and meaningful engagement.

34. Equalities implications: The proposed community and stakeholder engagement activities will be compliant with the Equalities Act and GDPR.

35. Climate implications: None

36. Security implications: None

Conclusion

37. This report provides information on the proposed stakeholder and community engagement activities that West Ham Park Charity will undertake in 2024, in relation to the former nursery site. Officers will provide a written update to this Committee on the progress of these activities at its next meeting.

Appendices

- Appendix 1 – Timeline for community engagement activities
- Appendix 2 – Biographies of appointed consultants

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Appendix 1 – Timeline for community engagement activities

Engagement Stage	Summary of task
Stage 1: February 2024 Setting up engagement	Plan and prepare stakeholder mapping and engagement strategy. Update communications plan: agree activities, update visual identity for visual and physical activities, update website; prepare for on ground engagement.
	Work Item
	Update and refresh stakeholder mapping
	Prepare engagement plan, communications plan and write key messages
	Update artwork and graphics for digital engagement and key messaging
	Finalise artwork and graphics for in-person engagement (including pop-up set up)
	Agree email contact and conversation framework (questions and points of clarification); liaise with communications team
Engagement Stage	Summary of task
Stage 2: March -July 2024	Deliver pop-ups and tag-ons and engagement to reach a wide audience; monitor and address any gaps in reach; run digital promotion and idea collection; regular analysis and write up of findings; initial activities to reach 'hidden' groups.
	Work Item
	Write to specific stakeholders and introduce project and approach
	One to ones with stakeholder groups and plan tag on activities
	Deliver 5 pop ups
	Deliver 5 tag on activities (focus on harder to reach groups identified through stakeholder mapping)
	Explore feasibility of a Young Designers Programme/activity to engage young people.
	Launch and promote digital engagement
	Analyse and write feedback summary
	Weekly meeting between consultant and officers to share findings and effective reach of the engagement.
	Prepare interim report (7 June 2024)
Engagement Stage	Summary of task
Stage 3: July - September 2024	Prepare and deliver open access sharing exhibition; ensure broad reach; write up and submit final report.
	Work Item
	Finalise content for July drop-ins
	Produce materials for July drop-ins
	Arrange wrap-around activities and partner activities for July exhibitions
	Open exhibitions and wrap-around activities
	Produce initial summary report following July activities
	Complete final report (13 September 2024)

Appendix 2 – Biographies of appointed consultants

Community Engagement Consultants

make:good is a specialist design and engagement studio with over 13 years of experience delivering community engagement of the highest quality across London.

From housing, high streets, town centres, parks and residential contexts we are adept at understanding the emotional and sociopolitical context of our projects to ensure that we are tailoring our approach to best suit the places in which we work.

Our team brings together architects, graphic designers and communications specialists, enabling us to translate the often technical language of built environment projects into something that is accessible to a non-expert.

We pride ourselves on both beautiful and easily accessible communication materials that are produced by our in-house designers. Combined with our human-centred, in-person engagement approach we broaden the audience through digital engagement and build an ongoing community of interest around projects.

For our engagement activities we use a wide array of tools and techniques to involve people, such as co-design workshops, pop-ups, tag-on sessions, bespoke events and online engagement.

Our studio is based in Newham, our two Directors live in Newham and cycle through West Ham Park every day on their way to work as well as being regular park users with their children.

Over the last 12 months we have worked on several projects in Newham including:

- Carpenters Estate with Populo Living
- Carpenters School with Populo Living
- Stratford Waterfront for LLDC
- Bow Goods Yard for Network Rail
- Draft Heritage Engagement Strategy for Historic England & London Borough of Newham.



Basketball court design workshop on Carpenters Estate



Carpenters Primary School workshop



Collecting feedback on Bow Goods Yard



Model making workshop at Stratford Showcase

Planning and Heritage Consultants

Montagu Evans is an independent property consultancy, and our work encompasses planning and development, property management, specialist valuations and transactions. Together we create inspiring places to live, work, communicate and connect. We care about legacy, partnerships and people. Advising clients with complex planning and development challenges.

Our commercial planning, historic environment and townscape team draw its success from some of the brightest talents in the industry. The team's experience spans a mix of complex public and private sector projects across a range of uses, combining housing, regeneration, repurposing, and health and commercial advice in one place.

Our skilled experts dedicate their time to building an in-depth knowledge of the political landscape, the local communities they work in, the existing and emerging policies impacting development opportunities and their relationships with decision-makers and other stakeholders. They enable change and ensure the successful delivery of schemes throughout the UK.

Our 20+ strong in-house heritage team advise on all aspects of cultural heritage, townscape and design-related matters, including adding commercial value within the historic environment. Archaeological advice for this appointment is provided by Peter Mills of MillsWhipp.

We have worked on several projects in Newham including:

- Canning Town Masterplan
- Custom House Gateway Community-Led Estate Regeneration
- West Ham Park Former Nursery Site.

Committee(s): West Ham Park Committee	Dated: 19/02/2024
Subject: Operational Finance Progress Report (period 9 April – December 2023) 2023/24 – West Ham Park	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Chamberlain	For Information
Report author: Clem Harcourt, Chamberlain’s Department	

Summary

This report provides an update on the operational finance position as @ period 9 (April – December 2023) 2023/24 for West Ham Park’s local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information for the division of service and Charity which fall within the remit of your Committee.

This report does not specifically concentrate on just charity finance in isolation, as this work will be part of the ongoing Charity Review and will be developed in conjunction with that project. As part of the Charity Review, future training sessions will be designed for both Members and Officers on key aspects of charity finance. This report is designed to also report on budgetary management issues that the Interim Executive Director Environment is responsible for to successfully manage the operations and finances of West Ham Park which sits within his Natural Environment Division.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. In order to improve financial reporting to Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue and capital budgets and other financial information needed to allow greater scrutiny of the financial performance of the West Ham Park Charity, to ensure they remain within the Interim Executive Director Environment’s local risk resources for 2023/24.

2. To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a periodic (quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance to them.

Local Risk Revenue Forecast Outturn 2023/24

3. As detailed in Table 1 below, West Ham Park has an overall local risk net expenditure revenue budget of £629k as reported to the end of December 2023. The current forecast outturn for 2023/24 as @ period 9 (December) is £648k net expenditure, a forecast overspend of £19k amounting to 3.02% of the net expenditure budget for 2023/24. This represents an improvement of £18k compared with the local risk forecast position to the end of September 2023 reported previously to your Committee.

Table 1 – Local Risk Revenue Budget Forecast Outturn 2023/24

West Ham Park Committee (City's Estate)	Approved Revised Budget 2023/24 £'000	Forecast for the Year 2023/24	
		Projected Outturn £'000	Variance from Approved Revised Budget £'000
Total West Ham Park	(629)	(648)	(19)

4. To enable further detailed consideration of West Ham Park, Appendix 1 sets out a more detailed financial analysis of West Ham Park's local risk and central risk monitoring report for period 9 (December 2023), including reasons for significant budget variations.
5. The overall local risk forecast overspend of £19k against the approved revised net expenditure budget of £629k is primarily due to the following:
 - £52k less income from tennis compared with budget;
 - £34k projected overspend on equipment and materials as a result of additional purchases being required for the playground; and
 - £22k overspend on premises related costs largely due to expenditure incurred on water following a leak as well as additional grounds maintenance costs being required.
6. The overspend is partly mitigated by the following factors:
 - £40k additional rent and licence income forecast;
 - £33k underspend attributable to reduced expenditure on consultancy services; and
 - £20k projected savings on staff salaries compared to budget.

Local Risk Actual Position to Date

7. Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget

variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for West Ham Park.

8. Appendix 2 highlights that West Ham Park have received actual income to date of £251k against a budget to date of £216k, a favourable variance of £35k. The main income variance to date relates to rental income being ahead of the expected budget profile by £68k due to additional income achieved from The Cedars. This variance is partly offset by income from tennis being £37k less than profiled.
9. Appendix 3 highlights that West Ham Park have incurred actual expenditure to date of £729k against a budget to date of £718k, an unfavourable variance of £11k. The main expenditure variances primarily relate to a £43k overspend against profile for equipment and materials purchases required for the playground and a £18k overspend on premises related expenditure for additional water and grounds maintenance costs. The overspend on expenditure to date is partly offset by £37k savings in employment costs.
10. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

Capital Projects

11. Table 2 below outlines the current live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
12. For the West Ham Park Nursery project, out of a current approved budget of £337k, £227k has been spent or committed to date, leaving a remaining budget of £110k to progress the project to the next project gateway, release of further capital funds or completion. In terms of the West Ham Park Playground project, out of a current approved budget of £1.008m, £922k has been spent or committed to date, leaving a remaining budget of £86k. This amount primarily consists of a contingency budget for the project of £77k which has not yet been utilised with the remaining £9k relating to unspent budgets for works and fees.

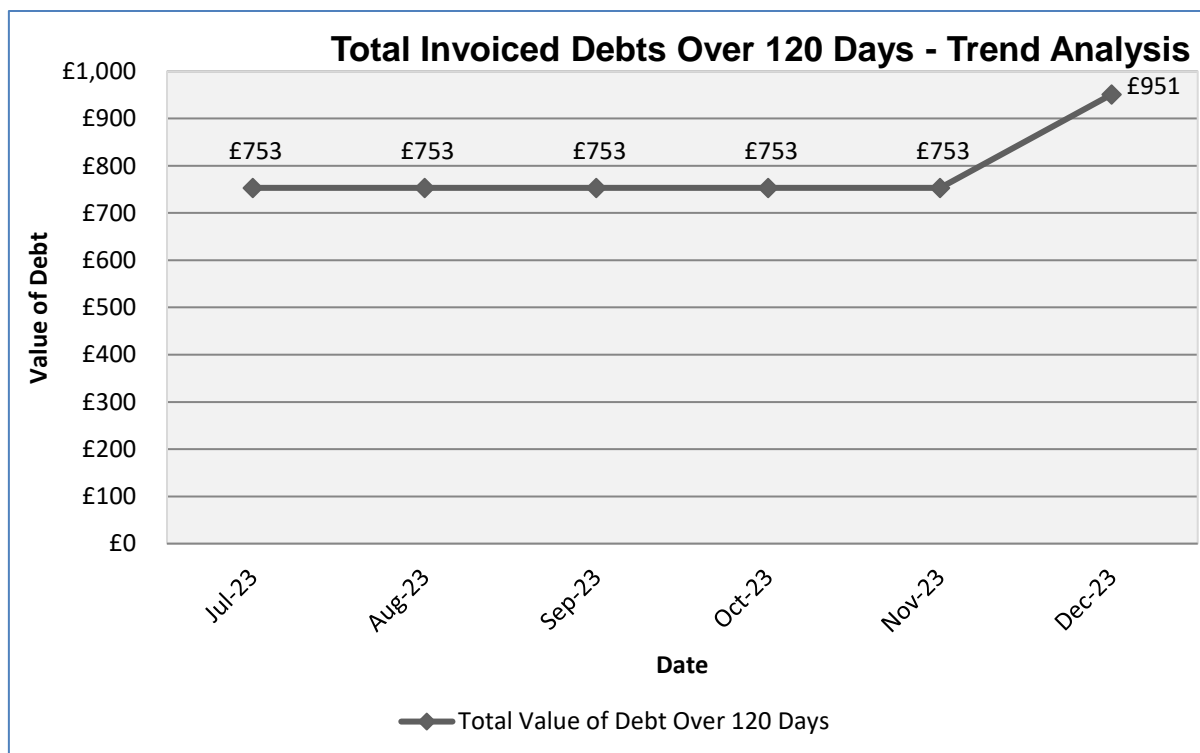
Table 2 – Live Capital Projects

Capital Projects by Division of Service	Total Estimated Cost of Project £'s	Current Approved Budget £'s	Prior Year Actual Spend £'s	In Year Actual Expenditure £'s	In Year Committed Expenditure £'s	Current Approved Budget Unspent £'s
West Ham Park						
West Ham Park Nursery	337,038	337,035	226,775	0	0	110,260
West Ham Park Playground	1,053,977	1,007,519	914,946	6,594	0	85,979
Total West Ham Park	1,391,015	1,344,554	1,141,721	6,594	0	196,239

Outstanding Invoiced Debts

- At the end of December 2023, total outstanding invoiced debt for West Ham Park was £43,504 out of a total debt for the Natural Environment division (including City Gardens) of £249,412. Of this West Ham Park debt, £951 (2%) was over 120 days, and £42,553 (98%) was under 60 days.
- Table 3 below shows a graphical representation of the total invoiced debts over 120 days outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.

Table 3 – Outstanding Invoiced Debt as @ December 2023 (period 9)



- As can be seen above, outstanding debts over 120 days to the end of December 2023 increased slightly from the position to the end of September 2023 reported previously to your Committee. The outstanding amount of £951 comprises £528 relating to cricket bookings as well as £225 in unpaid rent invoices and £198 in

School Sports Day pitch hires. Members may wish to note that the £198 owed in outstanding invoices for School Sports Day pitch hires was settled after December 2023. The remaining debts over 120 days are currently being pursued by staff at West Ham Park.

Charity Funds (Restricted, Unrestricted and Endowments)

16. Table 4 below lists the various restricted, unrestricted and endowment funds held by the West Ham Park charity. It details the opening balance for the 2023/24 financial year and any movements up to period 9 (April-December 2023). Movements in reserve funds in the current financial year to date relates to the receipt of unrestricted donations income.

Table 4 – Charity Funds (Restricted, Unrestricted and Endowments) December 2023 (Period 9)

	Opening Balance 2023/24	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2023/24
	£'s	£'s	£'s	£'s	£'s
West Ham Park Committee					
Restricted Income Funds:					
Campaign Donations - Playground Refurbishment Project	1,481				1,481
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Equipment)	954,091				954,091
Unrestricted Funds					
General Funds	0	470			470
Total West Ham Park	955,572	470	0	0	956,042

17. It should be noted that the various charity funds listed above in Table 4 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

18. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:

- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
- **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current deficit funding model means that

no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Estate.

- **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.
- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment (see below):
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

19. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the course of the year. It should be noted that any changes to the amount of expenditure incurred or income generated over the course of the year by an individual charity will have an impact on the overall level of deficit funding required by the relevant charity at year end. The amount of deficit funding for each charity is therefore calculated based on its **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
20. Therefore year on year there are variations in the level of deficit funding received depending upon actual total net running costs incurred for the year. However, at the start of the following year, available budget funding is reset to the levels agreed by your Committee at the estimates review, so as to remain within the resource envelope set by Resource Allocation Sub Committee (RASC). At no stage is the budget reduced (and potentially the level of deficit funding required) unless agreed by your Committee within this annual process managed and reported by the Chamberlain to gain approval of the annual estimates.
21. The table below details previous year's levels of deficit funding grant made from City's Estate to the West Ham Park charity with a forecast of that sum currently required for 2023/24. This is broken down by the level of expenditure and income

generated by the charity as well as any CWP works and capital expenditure funded through City's Estate which comprises the total level of deficit funding required.

22. The projection for the current financial year is based on the forecast for local and central risk net expenditure (as at the end of December 2023) in addition to latest budgets for recharges and budgets managed by the City Surveyor, for CWP projects. Please note that the amount of deficit funding provided by City's Estate is unique to each individual charity and deficit funding cannot be used to offset the level of funding provided to a separate charity.

Table 5 – Deficit Funding – 2020/21 to 2023/24

West Ham Park	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	£'000s	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	1,522	1,336	1,343	1,503
Gross Income	324	290	286	330
Cyclical Works Expenditure	90	65	110	0
Capital Expenditure financed through Deficit Funding		148	792	249
Total Deficit Funding - West Ham Park	1,279	1,250	1,933	1,422

23. As can be seen from the table above, there was an increase in the level of deficit funding provided to the West Ham Park charity in 2022/23 compared with the previous year. This is due to capital expenditure being incurred on the playground project during 2022/23 which required an increase in the level of deficit funding provided by City's Estate. This was on top of an increase in CWP expenditure compared with 2021/22.
24. The level of capital expenditure incurred during 2022/23 also explains the projected reduction in deficit funding required for 2023/24. This is in addition to a decrease in CWP expenditure forecast to be spent in the current financial year as well as a projected increase in the level of income generated by the charity. The CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future years. The carry-over of unspent balances from 2023/24 will be reported to the Projects and Procurement Sub-Committee as part of closing of accounts. The reduction in deficit funding compared with 2022/23 is partly offset by an increase in gross expenditure forecast to be incurred by the charity to fund increased staffing, utilities and equipment costs.

Appendices

Appendix 1 – West Ham Park Local Risk and Central Risk Monitoring Reports @ December 2023 (period 9)

Appendix 2 - Income Performance 2023/24 as @ December 2023 (period 9)

Appendix 3 - Expenditure Performance 2023/24 as @ December 2023 (period 9)

Contact

Clem Harcourt, Finance Business Partner (Natural Environment), Chamberlain's
Department

E: clem.harcourt@cityoflondon.gov.uk

Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

APPENDIX 1

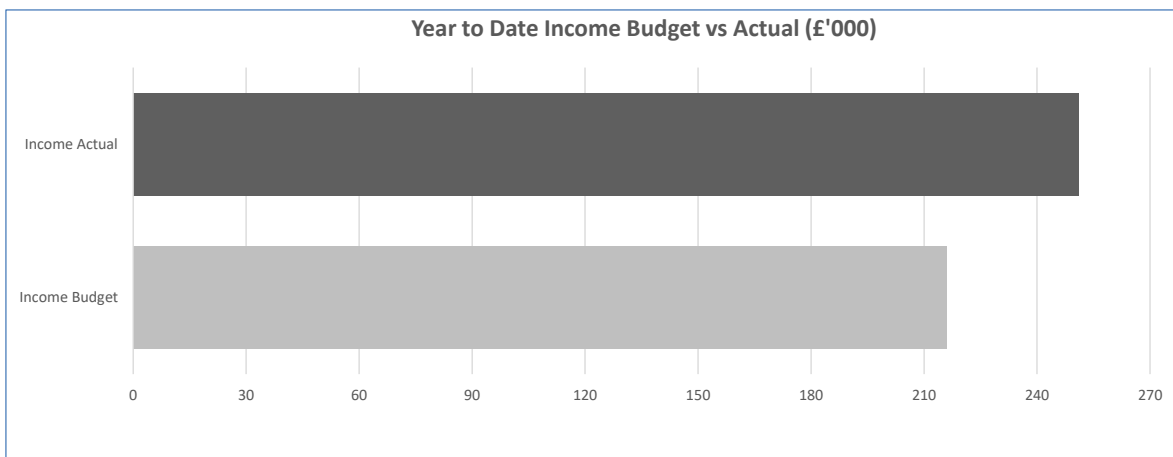
FY 2022/23 Actuals £	WEST HAM PARK	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
671,249	Direct Employees	700,000	511,822	680,000	(20,000)	-3%	1
1,635	Indirect Employees	11,000	8,786	11,000	0	0%	
475	Repairs and Maintenance	0	980	1,000	1,000	n/a	
8,414	Energy Costs	10,000	7,572	10,000	0	0%	2
10,504	Rates	14,000	13,636	14,000	0	0%	
13,439	Water Services	13,000	21,791	26,000	13,000	100%	3
4,691	Cleaning and Domestic Supplies	7,000	3,924	5,000	(2,000)	-29%	
13,038	Grounds Maintenance Costs	8,000	15,407	18,000	10,000	125%	4
50,786	Premises	52,000	63,310	74,000	22,000	42%	
24,328	Transport	17,000	19,309	24,000	7,000	41%	
68,533	Equipment, Furniture and Materials	60,000	87,952	94,000	34,000	57%	5
32,164	Fees and Services	68,000	27,705	35,000	(33,000)	-49%	6
6,740	Other	9,000	10,472	12,000	3,000	33%	
107,437	Supplies and Services	137,000	126,128	141,000	4,000	3%	
85	Transfer to Reserve	0	0	0	0	0%	
855,521	Total Expenditure	917,000	729,355	930,000	13,000	1%	
(23,756)	Other Grants, Reimbursements and Contribs	0	(470)	(1,000)	(1,000)	n/a	
(16,195)	Tennis	(72,000)	(17,470)	(20,000)	52,000	-72%	7
(43,543)	Other Fees and Charges	(20,000)	(18,145)	(25,000)	(5,000)	25%	
(236,620)	Rents etc	(196,000)	(214,835)	(236,000)	(40,000)	20%	8
(320,113)	Income	(288,000)	(250,920)	(282,000)	6,000	-2%	
535,408	Total Net Expenditure - Local Risk	629,000	478,435	648,000	19,000	3%	
	Central Risk						
25,659	Capital Charges	26,000	0	26,000	0	0%	
27,814	Indirect Employees	0	0	0	0	0%	
0	Investment Income	(1,000)	0	(1,000)	0	0%	
53,473	Total Net Expenditure - Central Risk	25,000	0	25,000	0	0%	

Notes:

- 1 Small underspend on employment costs due to less casual staff being required over the winter months.
- 2 Projected overspend of £1k due to energy price increases will now be met from central contingency.
Overspend as a result of additional water costs being incurred due to a leak. Based on current monthly costs, there is expected to be a £13k overspend by year-end.
- 3 Projected overspend as a result of additional grounds maintenance costs being required.
- 4 Projected overspend due to additional materials being required for the playground in addition to health and safety equipment maintenance costs.
- 5 Projected underspend as a result of savings on consultancy services.
- 6 Reduced income from tennis. This trend is expected to continue for the remainder of the year with less income generated over the winter months.
- 7 Rent and licence income from The Cedars is currently ahead of profile and this is projected to result in income being ahead of budget at year-end.

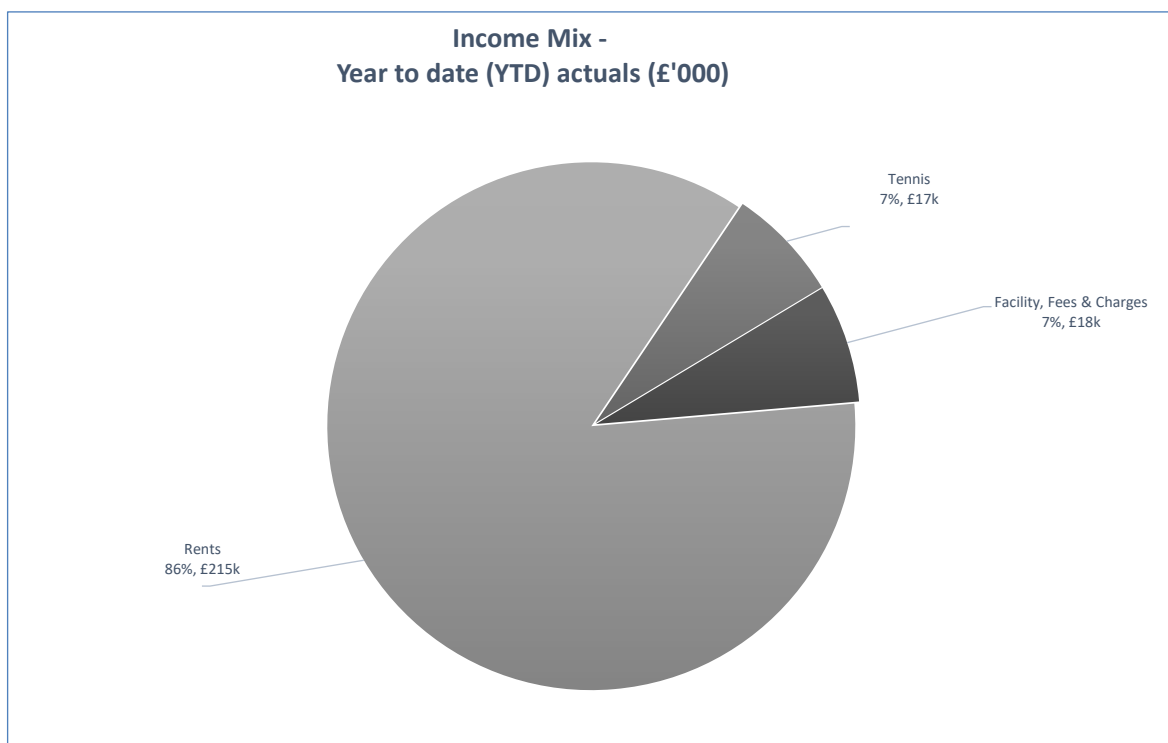
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West Ham Park - Income Performance 2023/24 - December (Period 9)



Notes:

1. The majority of the £35k favourable variance year to date is due to rent income being ahead of the budget profile which is partly offset by a shift in the anticipated levels of participation in certain sports like tennis.

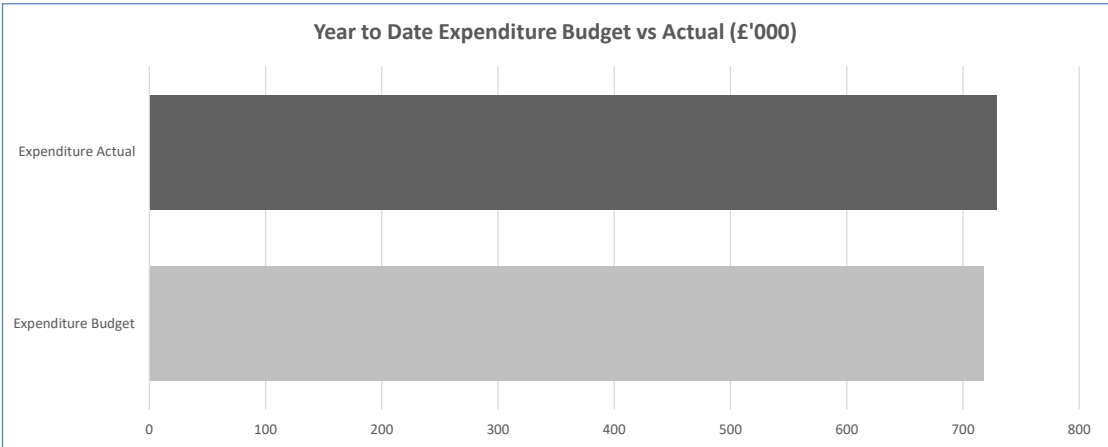


Notes:

1. Total year to date actual income as @ December (Period 9) = £251k.
2. Other Fees and Charges relates to other facility and sports like cricket and school sports hire.

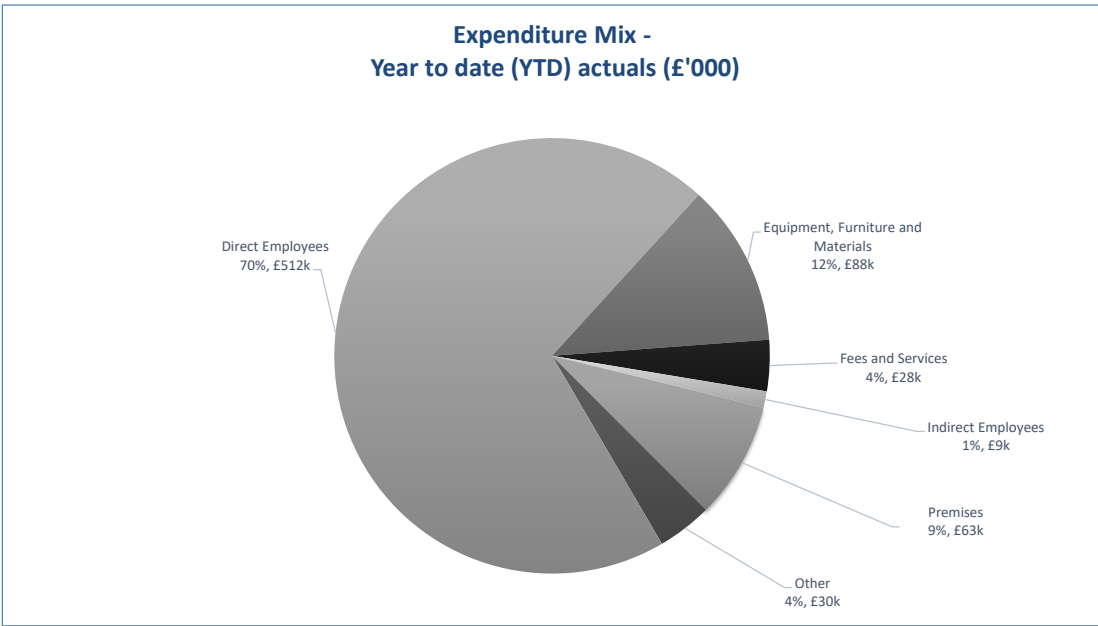
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West Ham Park - Expenditure Performance 2023/24 - December (Period 9)



Notes:

1. The adverse variance of £11k mainly relates to an overspend attributable to additional materials being required in addition to water costs incurred following a leak and additional grounds maintenance costs being required. This is partly offset by lower than expected expenditure on salaries and fees and services.



Notes:

1. Total year to date actual expenditure as @ December (Period 9) = £729k.
2. Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
3. Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services; uniforms etc.
4. Other costs mainly relate to cleansing charges; contingency; third party payments; transport.

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Committee(s)	Dated:
West Ham Park	19 February 2024
Subject: West Ham Park Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Interim Executive Director Environment	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

The Trustee's Annual Report and Financial Statements for the year ended 31 March 2023 for West Ham Park (charity registration number 206948) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the Trustee's Annual Report and Financial Statements for the 2022/23 Financial Year be noted.

Main Report

1. The Trustee's Annual Report and Financial Statements are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of Finance Committee and the auditors Crowe U.K LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 10 July 2023.
2. Members may also wish to note that the Trustee's Annual Report and Financial Statements for 2022/23 was previously approved by Finance Committee in November 2023 on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.
3. A previous review of the charities for which the City is responsible, (completed in 2010), detailed key reports that should be presented to your Committee. The Trustee's Annual Report and Financial Statements was one of these reports. Information from these statements forms part of the Annual Return to the Charity Commission. Since this undertaking, the City Corporation has approved that a further comprehensive review be undertaken across its Natural Environment charities, the outcome of which will be reported to this Committee in due course.

4. The Trustee's Annual Report and Financial Statements were submitted to the Charity Commission within the regulatory deadline of 31 January 2024.

Appendices

- Appendix 1 – West Ham Park Annual Report and Financial Statements for the year ended 31 March 2023

Clem Harcourt
Chamberlain's Financial Services Division

E: clem.harcourt@cityoflondon.gov.uk

West Ham Park

Annual Report and Financial Statements for
the year ended 31 March 2023

Charity registration number 206948

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ORIGINS OF THE CHARITY

West Ham Park was purchased in 1874 from Mr John Gurney. The conveyance to the City of London Corporation provided that it was to be held on trust forever “as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth”. The City of London Corporation agreed to maintain and preserve the Park for this purpose at its own cost. The Park is managed by a joint committee of 15 managers, eight of whom are appointed by the City of London Corporation, four by the heirs of the late John Gurney, one by the Parish of West Ham and two by the London Borough of Newham. The Park is listed in Historic England’s Register of Historic Parks & Gardens (Grade II).

This charity is operated as part of the City of London Corporation’s City’s Cash. The City of London Corporation is committed to fund the ongoing net operational costs of the charity in accordance with the purpose which is to maintain and preserve the Park “as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth”.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing documents are the indenture Acts dated 20 July 1874 and the schemes approved by the Charity Commission on 12 May 1981 and 27 September 1991. The charity is constituted as a charitable trust.

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as 'the City Corporation' or 'the City of London Corporation'), a body corporate and politic, is the trustee of West Ham Park. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Members, and where relevant, external appointees. External appointments are made after due advertisement and rigorous selection to fill gaps in skills. For West Ham Park elected Aldermen and Members of the City of London Corporation, together with four members nominated by the heir-at-law of the late John Gurney, one member nominated by the London Borough of Newham, are appointed to the West Ham Park Committee governing West Ham Park by the Court of Common Council of the City of London Corporation.

Members of the Court of Common Council are unpaid for support provided to the Charity and elected by the electorate of the City of London. The Key Committees which had responsibility for directly managing matters related to the charity during 2022/23 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.
- **West Ham Park Committee** – responsible for the activities undertaken at West Ham Park, approving budget allocations for the forthcoming year and acting as Trustees of the charity.
- **Corporate Services Committee** – responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held at the Trustee's discretion in public

(except where it is not considered in the charity's best interests to do so), supporting a decision-making process which is clear, transparent and publicly accountable.

The charity is consolidated within City's Cash as the City of London Corporation exercises operational control over its activities. City's Cash is a fund of the City Corporation that can be traced back to the 15th century and has been built up from a combination of properties, land, bequests and transfers under statute since that time. Investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Cash to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London;
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

The trustee believes that good governance is fundamental to the success of the charity. An initial review of governance was undertaken to ensure that the charity is effective in fulfilling its objectives and further more detailed work is to take place in 2023/24 to scope a review of all the City of London Corporation's Natural Environment charities. Reference is being made to the good practices recommended within the Charity Governance Code with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 31.

Each Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City of Corporation's agreed corporate governance framework as noted above, backed up by its standards regime.

As part of the City of London Corporation's restructure, the Open Spaces Department has merged with Planning & Transportation and Port Health & Environmental Services to form a new Environment Department, and West Ham Park became part of the Environment Department from 1 April 2022.

INDUCTION AND TRAINING OF MEMBERS

The City Corporation makes available to its Members, seminars and briefings on various aspects of its activities, including those concerning the charity, to enable Members to carry out their duties efficiently and effectively. Induction meetings are provided on specific aspects of the work of West Ham Park. If suitable seminars or other training options are identified that are relevant to the charity, Members are advised of these opportunities.

OBJECTIVES AND ACTIVITIES

The objectives of the charity are to hold West Ham Park on trust forever “as open public grounds and gardens for the resort and recreation for adults and as playground for children and youth”. The City of London Corporation agreed to maintain and preserve the Park for this purpose at its own cost.

In support of these objectives the main activities of the Charity are set out in the West Ham Park Management Plan, and include the maintenance of grounds, gardens, infrastructure and play equipment, specifically the lawns, trees, plants, structures and hard landscaping that make up this 19th Century traditional park environment.

Volunteers

The Charity works closely with the Friends of West Ham Park who deliver numerous walks, talks and events throughout the year. They also run our Jubilee Vegetable Garden, wildlife garden and undertake organised litter-picks throughout the calendar year. Our volunteer hours for 2022/23 have almost doubled on last year, to just under 2,000 volunteer hours which also includes our corporate volunteers in partnership with ELBA- our East London Business Alliance.

Remuneration Policy

The charity’s senior staff are employees of the City Corporation and, alongside all staff, pay is reviewed annually. The City 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 the payment of recognition awards.

The above policy applies to staff within the charity’s key management personnel, as defined within note 9 to the financial statements.

The charity is committed to equal opportunities for all employees. An Equality and Inclusion Board has been established to actively promote equality, diversity and inclusion in service delivery and employment practices. The Board is responsible for monitoring the delivery of the Equality and Inclusion Action Plan and progress against the Equality Objectives. This also includes addressing the City Corporation’s gender, ethnicity and disability pay gaps.

The Equality, Diversity, and Inclusion (EDI) sub-committee is currently overseeing the update of our four-yearly Equality Objectives in accordance with the Equality Act 2010. The draft objectives went to Policy and Resources and Corporate Services Committees in April 2023. Following agreement, a period of 12 weeks consultation with stakeholders has been undertaken and analysis of consultation responses and amendments are due to be made in August. Amendments will then go to September’s EDI Sub-Committee and Policy and Resources and Corporate Services Committees and then to Court of Common Council for approval in October 2023.

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual

salary range within the relevant grade, which incorporates market factors as well as corporate importance.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Although the West Ham Park charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as “voluntary income” including 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 trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

There is a donations page on the West Ham Park webpage, inviting and enabling the public to make on-line donations to the West Ham Park Playground Refurbishment campaign.

The charity has received no complaints in relation to fundraising activities in 2022/23 (2021/22: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing West Ham Park aims and objectives and in planning future activities. The purpose of the charity is to maintain and preserve the Park in perpetuity by the City of London Corporation as the Conservators of West Ham Park “as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth.

Consequently, the Trustee considers that West Ham Park operates to benefit the general public and satisfies the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 31.

ACHIEVEMENTS AND PERFORMANCE

Key Targets for 2022/23 and Review of Achievements

ULEZ Compliant Vehicle

Has not been achieved and will be carried forward to purchase one van in 2023/24.

Playground project

Opened on 5 August 2022. There are some outstanding minor snagging works to be completed in late 2023 along with associated soft landscaping works. The official playground opening took place on the 21 March 2023 and was opened by committee members, Friends of West Ham Park, and The Worshipful Companies of Educators and Farriers. This event also incorporated planting of a giant redwood, as part the Queen's Green Canopy Campaign.

West Ham Park Nursery Project

The Park's team continue to work with City Surveyors and the City's Legal department to provide all necessary information to the Charity Commission to ensure full regulatory compliance in relation to this major project.

West Ham Park Committee (acting as Trustee for the West Ham Park Charity) received a number of public representations both in support and against the proposed long-term lease of land and these were considered at its meeting in July 2023. The Trustee was satisfied that the proposed commercial agreement was on the best terms reasonably obtainable and that the redevelopment of the former nursery site will enhance, and not detract from, the enjoyment of the Park by beneficiaries. Furthermore, the Trustee was satisfied that the disposal will not interfere with the ability of the West Ham Park Charity to carry out its objects. Pre-application discussions in relation to the development proposal commenced between the developer and the local authority and relevant statutory consultees.

Sports partnerships

Partnerships are continuing with LTA and Capital Kids Cricket to increase sports participation in all areas.

West Ham Park Management Plan

To be carried forward to 2023/24 due to delay in corporate restructure.

Corporate Restructure Phase 2

Staff consultation took place in February and March 2023 and this is due to be implemented during 2023/24.

PLANS FOR FUTURE PERIODS

The team will focus on delivering the following key projects over the next 12 months.

Key projects for 2023/24 include:

Corporate Restructure Phase 2

The restructure is to be implemented and embedded in 2023/24.

ULEZ Compliant Vehicle

To purchase a hybrid vehicle in year 2023/24.

Playground

Complete minor snagging works (slide and monkey swings) along with associated soft landscaping in partnership with the Friends of West Ham Park and community groups.

West Ham Park Nursery Project

Pre-application discussions with the local authority and stakeholder engagement continue as will other work with the City Surveyor and other partners towards delivering the West Ham Park Nursery Project. A project update report will be considered by West Ham Park Committee in October 2023.

Sports partnerships

To continue partnerships with LTA and Capital Kids Cricket and other partners to increase sports participation in all areas.

Sports Infrastructure

Working in partnership with England and Wales Cricket Board to relay artificial cricket pitches.

Accreditations

To maintain Green Flag, Green Heritage and London in Bloom awards along with National Plant collections of Liquidambar and Trachelospermum.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 19.

The Trustee is monitoring the situation and will continue with its plans to hold West Ham Park on trust forever “as open public grounds and gardens for the resort and recreation for adults and as playground for children and youth”.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2022/23 the charity's total income for the year was £2,218,677, an overall increase of £678,430 against the previous year (£1,540,247). The principal source of income was from the City of London Corporation's City's Cash fund (see below).

Income from Charitable Activities comprised £48,156 from fees charged (2021/22: £48,377) and £236,620 from rents (2021/22: £237,168) with income remaining broadly consistent with the previous year.

Donations - being amounts received from the public through donations. Donations can be made on the West Ham Park webpage, to the West Ham Park Playground Refurbishment project. In total £85 was received during the year (2021/22: £2,686). The full amount was held as at 31 March 2023 in a restricted fund for 'Campaign Donations'. £125 in unrestricted donations were received in the year (2021/22: £nil).

Interest of £791 from cash held following the sale of property was received (2021/22: £791).

Other income of £nil was received through Learning Programme recharges in relation to the Coronavirus Job Retention Scheme (2021/22: £1,204).

An amount of £1,932,900 (2021/22: £1,250,021) was received from the City of London Corporation's City's Cash as a contribution towards the running costs of the charity. The increase from the previous year is largely explained by funding received to finance capital expenditure associated with the renovation of the playground.

Expenditure

Total expenditure for the year was £1,452,709, with all expenditure relating to charitable activities (2021/22: £1,400,874). The increase in expenditure is due to additional cyclical works taking place as well as an increase in recharges from the Natural Environment Directorate.

Funds held

The charity's total funds held increased by £765,968 to £955,572 as at 31 March 2023 (2021/22: £189,604).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "un-designate" these funds at any time. Designations as at 31 March 2023 totalled £954,091 (2021/22: £188,208). The increase in designated funds is due to additional capital expenditure taking place during 2022/23 in relation to the refurbishment of the playground. These designated funds represent the net book value of fixed assets held.

A restricted fund of £1,481 (2021/22: £1,396) was held at year-end. This relates to Campaign Donations for the West Ham Park Playground Refurbishment project.

Details of all funds held, including their purposes, is set out within note 15 to the financial statements.

Reserves

The charity is wholly supported by the City of London Corporation which is committed to maintain and preserve West Ham Park out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. Consequently, this charity has no free reserves and a reserves policy is considered by the trustee to be inappropriate.

Donations are now being sought and these may be carried forward but there is currently no intention to hold them as a minimum amount owing to the deficit funded status of the Charity.

Principal Risks and Uncertainties

The charity is committed to a programme of risk management as an element of its strategy to preserve the charity's assets. In order to embed sound practice the senior leadership team ensures that risk management policies are applied, that there is an on-going review of activity and that appropriate advice and support is provided. A key risk register has been prepared for the charity, which has been reviewed by the Trustee. This identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

The principal risks faced by the charity, and actions taken to manage them are as follows:

Risk	Actions to manage risks
Maintenance of buildings, memorials, play areas and equipment	Schedule of statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site. Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs. 20 year programme of investment and maintenance of all built assets. Review annually.
Extreme weather and climate change risk	City Climate Adaptation Strategy in place. Emergency Plan in place; monitoring of warning systems; Extreme Weather Policy adopted for the Charity. Current level of risk cannot be removed completely.
Delivery of Capital Projects	Liaise with internal departments to secure funding for capital projects.
Health & Safety Incidents	Continue to develop a good culture of reporting accidents, incidents and near-misses. Contractor protocol is in place including works undertaken by City Surveyor's and external contractors. Regular review of on-site health and safety by peer review. Clear roles and responsibilities set out in documentation and reinforced through training. It is accepted that when providing a hands-on service and dealing with the public, a certain level of risk is inevitable and therefore cannot be removed completely.

	Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.
Budgeted reduction and income loss	Work closely with Chamberlain's Department to monitor budget lines and keep them informed as financial situation develops. Predictions on loss of income being worked up to aid longer term decision making, including rental, sports provision, catering and retail. Non-essential works cancelled and focus placed on increasing income to offset budget reduction. Review of staffing structures likely in order to align with Target Operating Model (Phase 2).
Public Behaviour	Continue to work with the London Borough of Newham enforcement team, police, schools liaison and SNTs. Dog Control Orders in place where required. We are working with London Borough of Newham's Community Safety Team to implement the issuing of PSPOs at West Ham Park where required.
Recruitment and retention of staff	Delivery of the Target Operating Model (TOM).
Tree Failure	Continue to comply with established tree management systems. Continue to enforce Extreme Weather Protocol and site closures as appropriate Review Divisional Tree Safety Policy Liaise with local authorities regarding possibility of road closures during severe storms.
Tree diseases and other pests	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention. Annual tree inspections undertaken by qualified personnel through framework contract. Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.
Local planning issues	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document Maintain a close partnership with local planning authorities.

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

TRUSTEE'S RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless the Trustee is satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, 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;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 adequate accounting records that are sufficient to show and explain the charity's transactions and disclose 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 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.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.



Henry Nicholas Almroth Colthurst,
Deputy Chairman of Finance Committee
of The City of London Corporation



Randall Keith Anderson, Deputy
Deputy Chairman of Finance Committee
of The City of London Corporation

Guildhall, London
30th January 2024

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF WEST HAM PARK

Opinion

We have audited the financial statements of West Ham Park ('the charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, including 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 2023 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 that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

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

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 this gives rise to a material misstatement in the financial statements themselves. 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 (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee's report; or

- sufficient and proper accounting records have not been kept by the Charity; 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 Trustee

As explained more fully in the Trustee's responsibilities statement set out on page 12 and 13, the Trustee 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 Trustee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee 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 Trustee 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 Acts 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustee and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with

governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustee 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 Trustee as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

31 January 2024

Crowe U.K. 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.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

		Unrestricted	Restricted		RESTATED
	Notes	Funds	Funds	2022/23	2021/22
		£	£	£	£
Income from:					
Voluntary activities	2	125	85	210	2,686
Charitable activities	3	284,776	-	284,776	285,545
Grant from City of London Corporation	4	1,932,900	-	1,932,900	1,250,021
Investments	5	791	-	791	791
Other income	6	-	-	-	1,204
Total income		2,218,592	85	2,218,677	1,540,247
Expenditure on:					
Charitable activities:					
Maintenance and preservation of West Ham Park	7	1,452,709	-	1,452,709	1,400,874
Total expenditure		1,452,709	-	1,452,709	1,400,874
Net income and net movement in funds		765,883	85	765,968	139,373
Reconciliation of funds:					
Total funds brought forward (as at 1 April 2022)	15	188,208	1,396	189,604	50,231
Total funds carried forward	15	954,091	1,481	955,572	189,604

All of the above results are derived from continuing activities.

There were no other recognised gains and losses other than those shown above.

The notes on pages 19 to 30 form part of these financial statements.

BALANCE SHEET**AS AT MARCH 2023**

	Notes	2023 Total £	RESTATED 2022 Total £
Fixed assets:			
Tangible assets	11	954,091	188,208
Total fixed assets		954,091	188,208
Current assets:			
Debtors	12	51,789	77,895
Cash at bank and in hand		59,472	27,532
Total current assets		111,261	105,427
Creditors: Amounts falling due within one year	13	(109,780)	(104,031)
Net current assets		1,481	1,396
Total assets less current liabilities		955,572	189,604
The funds of the charity:			
Restricted income funds	15	1,481	1,396
Unrestricted income funds	15	954,091	188,208
Total funds		955,572	189,604

The notes on pages 19 to 30 form part of these financial statements

Approved and signed on behalf of the Trustee.



Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

30th January 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

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

(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 and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. Funding is provided from the City of London Corporation's City's Cash. On an annual basis, a medium-term financial forecast is prepared for City's Cash, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these financial statements being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the potential ongoing impact of current high inflationary pressures on the financial position, including future income levels and planned expenditure and the liquidity of the charity over the next 12-month period. For these reasons the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

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 decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised 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.

In preparing the financial statements, management has made the following key judgements: useful economic life of fixed assets.

(d) Statement of Cash Flows

The charity 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.

A Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2023 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charity is legally entitled to the income; it is more likely than not that economic benefit associated with the transaction will come to the charity and the amount can be quantified with reasonable certainty. Income consists of donations, charges for use of facilities, contributions, grants (including government grants), investment income, interest, sales and rental income.

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides funding for certain capital works. This income is considered due each year end once the deficit on running expenses and capital works funding has been confirmed, and is recognised in the SOFA at this point.

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. 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.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management of functions inherent in the activities undertaken. These include the costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. These costs are recharged to the charity and the basis of the cost allocation is set out in note 8.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid.

(g) 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 benefit 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 £142.6m as at 31 March 2023 (£832.7m as at 31 March 2022). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does 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 these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set the contribution rates for the period 01 April 2023 to 31 March 2026 at 21.0%.

(h) Taxation

The charity 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.

(i) Fixed Assets

Heritage Land and Associated Buildings

West Ham Park comprises 31 hectares (77 acres) of land, together with associated buildings, located in the London Borough of Newham. The objects of the charity are to hold West Ham Park as open public grounds and gardens for the resort and recreation for adults and as a playground for children and youths. West Ham Park is 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 amounts are not included in these financial statements 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 and other assets would be included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. Heritage assets are reviewed annually for impairment.

Tangible Fixed Assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is charged in the year of acquisition, on a straight-line basis, in order to write off each asset over its estimated useful life as follows. Land is not depreciated.

	Years
Equipment	5 to 25

(j) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short term deposits and other instruments held as part of the Corporation's treasury management activities with original maturities of three months or less.

(k) Funds structure

Income, expenditure and gains/losses are allocated to particular funds according to their purpose:

Restricted Funds – These include income that is subject to specific restrictions imposed by donors, with related expenditure deducted when incurred.

Unrestricted Income Funds – these funds can be used in accordance with the charitable objectives at the discretion of the Trustee and includes income generated by assets held representing unrestricted funds. Specifically, this represents any surplus of income over expenditure for the charity which is carried forward to meet the requirements of future years, known as free reserves.

Designated Funds – these are funds set aside by the Trustee from the unrestricted funds for a specific purpose.

(l) Insurance

The charity, elected Members and staff supporting the charity's administration are covered by the City Corporation's insurance liability policies, and otherwise under the indemnity the City Corporation provides to Members and staff, funded from City's Cash.

(m) Restated 2021/22 accounts

An error was identified in the 2021/22 accounts relating to a capital asset that was incorrectly included as an item of expenditure. This has now been corrected and the 2021/22 figures restated with the corrected figures.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds	Restricted funds	Total 2022/23	Unrestricted funds	Restricted funds	Total 2021/22
	£	£	£	£	£	£
Donations and legacies	125	85	210	-	2,686	2,686

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Charges for use of facilities	48,156	48,377
Rental income	236,620	237,168
Total	284,776	285,545

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Revenue and capital grants from City of London Corporation	1,932,900	1,250,021

5. INCOME FROM INVESTMENTS

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Bank interest	791	791

6. OTHER INCOME

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Other income	-	1,204

Income for the year included:

Grants - being amounts received from organisations towards specific programmes operated by the charity. There was no grant income received during the year and in the previous year.

Donations – being amounts received from the public through donations. From December 2020 a donations page has been created on the West Ham Park webpage, inviting and enabling the public to make on-line donations to the West Ham Park Playground Refurbishment project.

Charitable activities – being amounts generated from the sales of leaflets, books, maps, cards and other publications relating to West Ham Park; charges made to the public for the use of facilities, admissions and services; and rental income from Strutt & Parker in relation to two lodges at 240 and 242 Upton Lane, from Territorial Army and Mobile Refreshment Facility licence respectively.

Grants from the City of London Corporation – being the amount received from the City of London Corporation’s City’s Cash to meet the deficit on running expenses of the charity, alongside funding for capital purchases.

Investments - interest from a capital receipt in respect of the sale of property.

Other income - included in Other Income on the Statement of Financial Activities is a government grant received from the Coronavirus Job Retention Scheme of £nil (2021/22: £1,204). There are no unfulfilled conditions or other contingencies relating to this grant income and no other forms of government assistance have been received in the year.

7. EXPENDITURE

Expenditure on charitable activities	Direct	Support	Total	RESTATED	RESTATED	RESTATED
	costs	costs	2022/23	Direct	Support	Total
	£	£	£	costs	costs	2021/22
				£	£	£
Maintenance and preservation of West Ham Park	1,118,445	334,264	1,452,709	1,142,554	258,320	1,400,874

Charitable activity

Expenditure on the charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of West Ham Park.

Auditor’s remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London’s City’s Cash Fund and provide assurance services to all of the different charities of which it is Trustee. In 2022/23 an audit fee of £5,500 was recharged (2021/22: £5,000). No other services were provided to the charity by its auditors during the year (2021/22: £nil).

8. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the Charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

Support costs

	Charitable activities £	Governance £	2022/23 £	2021/22 £
Department:				
Chamberlain	53,384	-	53,384	50,872
Comptroller & City Solicitor	9,817	-	9,817	10,535
Town Clerk	-	48,419	48,419	33,331
City Surveyor	50,478	-	50,478	52,105
Natural Environment directorate	116,192	-	116,192	50,359
Other governance & support costs	16,611	5,500	22,111	22,508
Digital Services	33,863	-	33,863	38,610
Sub-total	280,345	53,919	334,264	258,320
Reallocation of governance costs	53,919	(53,919)	-	-
Total	334,264	-	334,264	258,320

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

9. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 13.5 (2021/22: 15).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows:

	2022/23 £	2021/22 £
Salaries and wages	515,824	500,961
National Insurance costs	46,371	43,826
Employer's pension contributions	90,072	95,098
Total emoluments of employees	652,267	639,885

The number of directly charged employees whose emoluments (excluding employer's NI and pension contribution) for the year were over £60,000 was £nil (2021/22: £nil).

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces funded by the City of London Corporation. A proportion of the Directors' employment benefits are allocated to this charity.

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 amount of employee benefits received by key management personnel totalled £18,906 (2021/22: £9,062). The members of the Finance Committee of the City of London Corporation are not remunerated and expenses are not reimbursed for acting on behalf of the Trustee during 2022/23 (2021/22: nil).

10. HERITAGE ASSETS

Since 1874 the primary purpose of the charity has been the preservation of West Ham Park for the recreation and enjoyment of the public. As set out in Note 1(i), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of West Ham Park are contained in the West Ham Park Management Plan 2010. Records of heritage assets owned and maintained by West Ham Park can be obtained from the Executive Director Environment at the principal address as stated on page 30.

11. TANGIBLE FIXED ASSETS

	RESTATED Equipment
	£
Cost	
At 1 April 2022	295,056
Additions	791,542
Disposals	-
At 31 March 2023	1,086,598
Depreciation	
At 1 April 2022	106,848
Charge for the year	25,659
Disposals	-
At 31 March 2023	132,507
Net book value	
At 31 March 2023	954,091
At 31 March 2022	188,208

12. DEBTORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Prepayments and accrued income	11,668	8,933
Recoverable VAT	26,530	15,384
Other Debtors	13,591	53,578
Total	51,789	77,895

Other debtors consist of sundry debtors of £11,046 (2021/22: £10,800) and rental debtors of £2,545 (2021/22: £42,778).

13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade creditors	12,020	13,391
Accruals	20,525	44,172
Deferred income	39,280	39,279
Other creditors	37,955	7,189
Total	109,780	104,031

Other creditors consist of sundry creditors of £37,809 (2021/22: £7,042) and sundry deposits of £147 (2021/22: £147).

Deferred income relates to rental income received in advance for periods after the year-end.

	2023	2022
	£	£
Deferred income analysis within creditors:		
Balance at 1 April	39,279	40,825
Amounts released to income	(39,279)	(40,825)
Amounts deferred in the year	39,280	39,279
Balance at 31 March	39,280	39,279

14. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2023	Unrestricted income funds				Restated as at 31 March 2022
	General	Designated	Restricted	Total at 31	
	funds	funds	funds	March 2023	
	£	£	£	£	
Tangible assets	-	954,091	-	954,091	188,208
Current assets	109,780	-	1,481	111,261	105,427
Current liabilities	(109,780)	-	-	(109,780)	(104,031)
Total	-	954,091	1,481	955,572	189,604

At 31 March 2022	Unrestricted income funds				Total at 31 March 2022	Total at 31 March 2021
	General	Designated	Restricted	Total at 31		
	funds	funds	funds	March 2022		
	£	£	£	£		
Tangible assets	-	188,208	-	188,208	49,975	
Current assets	104,031	-	1,396	105,427	139,104	
Current liabilities	(104,031)	-	-	(104,031)	(138,848)	
Total	-	188,208	1,396	189,604	50,231	

15. MOVEMENT IN FUNDS

At 31 March 2023	RESTATED Total as at 1 April 2022 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2023 £
Restricted funds:					
Campaign Donations	1,396	85	-	-	1,481
Total restricted funds	1,396	85	-	-	1,481
Unrestricted funds:					
General funds	-	1,427,050	(1,427,050)	-	-
Designated funds:					
Tangible fixed assets	188,208	791,542	(25,659)	-	954,091
Total designated funds	188,208	791,542	(25,659)	-	954,091
Total unrestricted funds	188,208	2,218,592	(1,452,709)	-	954,091
Total funds	189,604	2,218,677	(1,452,709)	-	955,572

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2022 £
Restricted funds:					
Campaign Donations	256	1,140	-	-	RESTATED 1,396
Memorial bench donation	-	1,546	(1,546)	-	-
Total restricted funds	256	2,686	(1,546)	-	1,396
Unrestricted funds:					
General funds	-	1,467,653	(1,467,653)	-	-
Designated funds:					
Tangible fixed assets	49,975	148,228	(9,995)	-	188,208
West Ham Park Nursery	-	-	-	-	-
Total designated funds	49,975	148,228	(9,995)	-	188,208
Total unrestricted funds	49,975	1,615,881	(1,477,648)	-	188,208
Total funds	50,231	1,618,567	(1,479,194)	-	189,604

Purposes of restricted funds

The restricted fund for 'Campaign Donations' represents funds received from the public through donations. From December 2020 a donations page has been created on the West Ham Park webpage, inviting and enabling the public to make on-line donations to the West Ham Park Playground Refurbishment project. In total £85 was received during the year (2021/22: £1,140).

Purposes of designated funds

Designated funds have been set aside by the Trustee for the following purposes:

- i. *Fixed Assets* – Equipment is included at historic cost less accumulated depreciation and any impairment. As at 31 March 2023 the net book value of fixed assets relating

to direct charitable purposes amounted to £954,091 (2021/22: £188,208). There was an addition of £791,542 during the year relating to the delivery of the refurbishment of the playground.

16. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 3. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in note 8.

The charity is consolidated within the accounts of City's Cash, a fund of the City of London Corporation (the City Corporation, the Corporate Trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity's income and expenditure by City's Cash, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City's Cash is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Cash can be obtained from the address provided above.

The charity is required to disclose information on related party transactions with bodies or individuals that have the potential to control or influence the charity. Members are required to disclose their interests, and these can be viewed online at www.cityoflondon.gov.uk.

Members and senior staff are requested to disclose all related party transactions, including instances where their close family has made such transactions.

Figures in brackets represent the amounts due at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2022/23 £	2021/22 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	1,932,900 (nil)	1,250,021 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		334,264 (nil)	258,320 (nil)	Administrative services provided for the charity

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: West Ham Park

Registered charity number 206948

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

John Barradell OBE - The Town Clerk and Chief Executive of the City of London Corporation (resigned 31 December 2022)

Ian Thomas CBE - The Town Clerk and Chief Executive of the City of London Corporation (appointed 06 February 2023)

Treasurer

Caroline Al-Beyerty - The Chamberlain & Chief Financial Officer of the City of London Corporation

Solicitor

Michael Cogher - The Comptroller and City Solicitor of the City of London Corporation

Environment Department

Juliemma McLoughlin – Executive Director of Environment

Sally Agass – Interim Director of Natural Environment (resigned 31 March 2023)

AUDITORS:

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O.Box 1000, BX1 1LT

Contact for The Chamberlain & Chief Financial Officer, to request copies of governance documents & of the Annual Report of City's Cash:

CHBOffice-BusinessSupport@cityoflondon.gov.uk

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

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