



## West Ham Park Committee

**Date:** THURSDAY, 7 JULY 2022

**Time:** 11.30 am, or on the rising of the Open Spaces and City Gardens Committee, whichever is later

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

**Members:**

Caroline Haines (Chair)	Rafe Courage (External Member)
Andrew McMurtrie (Deputy Chairman)	Councillor Joy Laguda MBE (External Member)
Deputy Graeme Doshi-Smith	Councillor John Whitworth (External Member)
Alderman Ian David Luder	Reverend Simon Nicholls (External Member)
Catherine McGuinness	Wendy Mead
Benjamin Murphy	Catherine Bickmore (External Member)
Oliver Sells QC	Richard Gurney (External Member)
	Justin Meath-Baker (External Member)

**Enquiries:** Chloe Ainsworth  
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### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
<https://www.youtube.com/watch?v=duv4dpOLIP4>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the previous meeting.

**For Decision**  
(Pages 5 - 8)

4. **ASSISTANT DIRECTOR'S UPDATE**

Report of Executive Director Environment.

**For Information**  
(Pages 9 - 12)

5. **NATURAL ENVIRONMENT STRATEGIES**

Report of Executive Director Environment.

**For Information**  
(Pages 13 - 42)

6. **WEST HAM PARK TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS**

Joint Report of the Chamberlain and Executive Director Environment.

**For Information**  
(Pages 43 - 78)

7. **REVENUE OUTTURN 2021/22**

Joint Report of the Chamberlain and Executive Director Environment.

**For Information**  
(Pages 79 - 84)

8. **OPEN SPACES DEPARTMENTAL BUSINESS PLAN 2021/22**

Report of Executive Director Environment.

**For Information**  
(Pages 85 - 94)

9. **RISK MANAGEMENT UPDATE REPORT**

Report of Executive Director Environment.

**For Information**  
(Pages 95 - 102)

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

11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT.**

12. **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**

**Part 2 - Non-Public Agenda**

13. **MINUTES**

To agree the non-public minutes of the previous meeting.

**For Decision**  
(Pages 103 - 104)

14. **NURSERY SITE PROJECT**

Report of City Surveyor and Executive Director of Environment.

**For Decision**  
(Pages 105 - 120)

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

16. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

### **Part 3 - Confidential Agenda**

17. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the previous meeting.

**For Decision**

## WEST HAM PARK COMMITTEE Friday, 29 April 2022

Minutes of the meeting of the West Ham Park Committee held at Committee Room -  
2nd Floor West Wing, Guildhall on Friday, 29 April 2022 at 11.30 am

### Present

#### Members:

Caroline Haines (Chair)  
Andrew McMurtrie (Deputy Chairman)  
Alderman Ian Luder  
Catherine McGuinness  
Benjamin Murphy  
Wendy Mead  
Oliver Sells QC  
Catherine Bickmore  
Justin Meath-Baker  
Councillor Joy Laguda MBE  
Richard Gurney

#### Officers:

Ben Dunleavy	- Town Clerk's Department
Sally Agass	- Director of Natural Environment
Kristina Drake	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Richard Gentry	- Environment Department
Stefania Horne	- Environment Department
Ricky O'Garro	- Environment Department
Juliemma McLoughlin	- Environment Department
Kehinde Olagunju	- Town Clerk's Department

#### 1. **APOLOGIES**

Apologies for absence were received from Rafe Courage and Rev Simon Nicholls.

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

There were none.

#### 3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council dated 20 April 2022 for the West Ham Park Committee.

Caroline Haines made a statement to the Committee hoping that the Committee would support her, if elected as Chair in the next item, in organising an awayday for Committee members to discuss the strategic direction for Open Spaces including West Ham Park.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. Caroline Haines, as the only Member expressing their willingness to serve, was duly elected as Chairman for the ensuing year and took the Chair.

RESOLVED – That Caroline Haines be elected Chairman of the West Ham Park Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30.

Andrew McMurtrie, as the only Member expressing their willingness to serve, was duly elected as Deputy Chair for the ensuing year.

Wendy Mead moved a vote of thanks to Oliver Sells, the immediate past Chairman.

RESOLVED UNANIMOUSLY: that the Members of the Open Spaces and City Gardens Committee express their sincere thanks to:

OLIVER SELLS, Q.C.

for his most exceptional dedication to the work of both these committees.

Oliver, as Chairman has demonstrated great leadership, dedication and tenacity through a most challenging period. His role in overseeing improvements to key areas across the Open Spaces Portfolio cannot be overestimated, reinforcing his commitment and obvious understanding of the need for outdoor space for all members of the community with benefits for health and wellbeing.

Specific mention should be made of his work on West Ham Park Committee, an outstanding park, much loved and used by the local communities. The new play area, the implementation which Oliver oversaw will be officially opened by him and he will so enjoy seeing the new playground in use.

His forward thinking has seen many other notable achievements that are testament to his passion for creating living and leisure areas benefitting city residents, workers and visitors for years to come.

Finsbury Circus, an area much prized in the City, was disrupted by Crossrail activity for almost a decade and in urgent need of regeneration. Under Oliver's leadership, the reinstated gardens and restoration of the Central Pavilion are now once more a much needed and welcoming green space for all to enjoy. A compassionate and caring Chairman, Oliver has proposed a permanent commemoration in Postman's Park, between Aldersgate Street and King Edward Street who have lost their lives helping others through the recent Covid

pandemic, a fitting tribute to his sympathetic understanding of the cost of human life.

In taking leave of him as their Chairman, his colleagues wish to thank Oliver for all the accomplishments under his leadership and wish him much success in his continued service in the City of London Corporation and in other bodies.

6. **MINUTES**

The public minutes and non-public summary of the meeting held on 15 February 2022 were approved as a correct record.

7. **SUPERINTENDENT'S UPDATE\***

The Committee received a report of the Executive Director Environment providing the Superintendent's update for West Ham Park.

Members discussed the staffing of the department in relation to West Ham Park. Officers undertook to send a clarification email following the meeting.

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

A Member asked what the response to the public consultation had been. The Chair said that only certain elements of this could be discussed in the public section of the meeting. An officer replied that FAQs would be posted in the public domain shortly.

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

The Chair informed Members that an away day for the Committee, and the West Ham Park Committee, would be arranged to take place on 20 June 2022.

10. **EXCLUSION OF THE PUBLIC**

11. **MINUTES**

A Member said that they had tried to make a statement on the West Ham Park nursery development at the previous meeting but had been prevented by the previous Chairman.

The non-public minutes of the meeting held on 15 February 2022 were agreed as a correct record.

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

There were no questions.

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

A Member read out the statement on the on the West Ham Park nursery development that they had wanted to make at the previous meeting. They added that they felt if they had been able to make this statement, the Committee might have reached a different decision on an item at the previous meeting.

Members heard that staff had received offensive emails after turning down an application for a large gathering with amplification in the park. The Chair said that it was important that staff were protected from the tendency towards unpleasantness in social media. A Member suggested that it might be helpful to review the by-laws governing gatherings. In reply, an officer said that these were currently being reviewed.

14. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 15 February 2022 were agreed as a correct record.

15. **CONFIDENTIAL QUESTIONS**

The Executive Director Environment provided Members with an update on the TOM.

**The meeting ended at 11.50**

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Chairman

**Contact Officer: Richard Holt**  
**Richard.Holt@cityoflondon.gov.uk / 020 73323113**

<b>Committee</b>	<b>Dated:</b>
West Ham Park Committee	7 July 2022
<b>Subject:</b> Assistant Director Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 2, 3, 4, 9, 10, 11, 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment Department	<b>For Information</b>
<b>Report author:</b> Ricky O'Garro, West Ham Park Acting Supervisor	

## Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since the Committee's last meeting which took place in April 2022. The funding for the work stated is met through the West Ham Park local risk budget (City's Cash), apart from the Playground Project, which has been funded through a capital bid.

## Recommendation

Members are asked to:

- Note the content of the report.

## Main Report

### Current Position

1. The improved weather, seeing temperature increase and drier conditions has seen an increase in visitor numbers to the park and activities, including schools making more use of the park for sports activities. Frontline staff continue to deliver a quality green space with the aim of obtaining accreditations such as the Green flag and London in Bloom.
2. **Playground Refurbishment Project:** Ongoing construction of the playground is progressing well. The contractor has installed most of the newly purchased play equipment and surfacing is currently being laid in the water play area. The water play area will have a surface that will be made of different materials and

finishes including pebbles. These different surfaces will offer a different sensory experience to children. Planting areas are near completion with trees being planted. The West Ham Park team and volunteers are supporting the development of a planting scheme in the play area. A community planting event will be scheduled with the Friends of West Ham Park, local Scout group and park users in the near future. Colleagues from Epping Forest have assisted with the supply of three large tree trunks for the natural play area and 30 tree limbs to be used as stepping logs in various areas of the playground. New benches and bins are due to be installed withing the next week. The excitement is building as park users see the final stages of the playground redevelopment being completed. The ship, which is at the centre of the playground is installed and looks magnificent with its sails hoisted. It's hoped that completion will take place at the end of July 2022 and a launch of the playground can be organised by the beginning of August.

3. **Friends of West Ham Park:** The friends group have been carrying out litter picks four mornings a week. Although visitors to the park are generally responsible and will make use of the bins provided, the support given by the Friends' is appreciated as the summer months are always proving challenging in relation to litter and its collection. The volunteer litter picks also support the keepers and gardeners enabling them to continue with preparations for the fast-approaching judging dates for Green Flag and London in Bloom.

The Vegetable Garden volunteers held a planting and pot painting event in the Food growing area on 2nd June in celebration of the Queens Platinum Jubilee. Children and adults were able to paint pots in an array of designs to celebrate the Jubilee. They could then select a vegetable seedling to plant in their pot and take it home to nurture and harvest.

4. **Sport and activities**

Cricket season is in full flow and the home teams are making the most of the warm and dry days. The cricket teams have commented they are very impressed with the condition of the pitch, which is maintained by two park groundsmen. The changing rooms are in full use following the relaxation of social distancing guidance.

5. **Events**

Over the weekend Friday 20 to Sunday 22 May, the park hosted a funfair which was run by George Irvin Leisure. After months of planning the event was a huge success. The weather was warm with a little rain on the Friday afternoon but that did not deter the crowds. The volume of people attending the fair was huge with the queues to enter stretching over 100 meters and not going down until the end of the day. A great time was had by all attendees with 17 rides or stalls for all ages. Many park users commented that it was great to see the funfair in the park and that they would like to see more events like this and possibly for longer.

A community event also took place on the 2nd June to join the Jubilee celebrations. The event went very well, with good attendance.

Other events planned are:

HAFS summer Fair supporting HAFS charity - 15 July

The Newham Walk (Friends of West Ham Park) – 30 July

Bat Walks (Friends of West Ham Park) -26 August and 23 September

Newham biggest leaf pile- 6 November

## 6. **Learning Team**

Regarding the use of the wildlife gardens – the teaching sites are still in high demand with seven schools / nurseries using one of the sites each week

Coming up before the end of term – there are several orienteering sessions taking place in the park as well as several Wellbeing sessions that will be taking place at Wanstead Flats.

In recent months the Learning Team have delivered:

- April – 12 sessions delivered to 324 children
- May – 19 sessions delivered to 478 children (including a session in half term for children from the community group Ambition, Aspire, Achieve)
- June – 15 sessions so far to 450 children (including an Orienteering training session for the teaching staff at Sandringham Primary school, to help them carry out more outdoor and Orienteering sessions themselves)

## 7. **Corporate and Strategic Implications**

The work and activities outlined in this report contribute to numerous strands of the City of London Corporate Plan 2018-2023, but notably outcome 12. “our spaces are secure, resilient and well-maintained”, under the Shape Outstanding Environments strand.

## 8. **Financial/Resource/Legal/Risk/Equalities/Climate/Security/Public sector equality duty Implications**

None.

## 9. **Conclusion**

Thanks to the hard work of officers and volunteers, the park maintains its great standards despite pressures of visitor increases due to the longer days and summer weather. The Park continues to be a great asset for the community for the number of services, events and activities it has to offer and it is good to see that children participation continues to be high.

**Ricky O'Garro**  
Acting Supervisor, Environment Department

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<b>Committee(s):</b> West Ham Park Committee	<b>Dated:</b> <b>07/07/2022</b>
<b>Subject: Natural Environment Strategies</b>	<b>For information</b> <b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1.2.4.9.10.11.12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Executive Director, Environment</b>	<b>For information</b>
<b>Report author: Interim Director of Natural Environment</b>	

## Summary

The purpose of this report is to share with Members the draft strategies from the Natural Environment Division as follows: Charity Income Strategy, Visitor Strategy, Learning Strategy, Conservation and Nature Resilience Strategy and Community Strategy.

**This is a report for information but Members are encouraged to send comments to the Director of Natural Environment**

## Recommendation(s)

Members are asked to:

- Note this report and the five draft strategies

## Main Report

### Background

Court of Common Council, 03 December 2020 approved the creation of a new Environment Department under a new Executive Director. Within this restructure the new Natural Environment Division was created as part of the Environment Department which was operational on 01 April 2022.

A new division generated the need for a Charity Review as part of the Corporate Charity Review and which will include the following key areas:

- Governance
- Strategic
- Operational – Resourcing
- Operational Finance

This report concerns itself with the strategic approach acknowledging that each element is not entirely separate but there is much overlap between the key areas under investigation. We are just at the start of the overall Charity Review but it was felt important that Natural Environment should have a key strategic way forward that would then inform the changes to be proposed to the Natural Environment Board (subject to name change agreement) to have a focus on a strategic focus, noting that in order to deliver the strategic vision the necessary resources will be needed which is the operation resourcing element of the Charity Review and the operational financing section as well.

### **The first Natural Environment Away Day**

This first Awayday was held on the 20<sup>th</sup> June 2022 at the Museum of London with an agenda in the morning session focused on the strategic direction of the new division.

The summary session recorded the three key points of the discussion for each strategy as follows:

- a) Charity Income
  - The profile of Natural Environment and the story of why increased investment was needed was an important starting point
  - The generation of more sources of income for example surrounding local authorities, legacies and endowments was critical to suppress the dependency on just City Cash
  - More data needed including the social value contribution
- b) Visitor
  - Recognises the value of our spaces as destinations and highlights the importance of having an in-depth knowledge of our visitors and the drivers that brings them to our sites
  - Strengthen the links to the City and establishes a golden thread between corporate, dept, and divisional strategies, particularly recognising the need to balance visitor needs and the natural environment and its preservation for future generations.

- Focus on accessibility and participation, particularly looking at developing audiences from most deprived communities, increasing the social value of our sites

c) Education and Learning

- Align learning strategy with renewal of CoL Education Strategy (2023) and link to fusion skills.
- Consider balances between:
  - Shorter term engagement reaching more Londoners who wouldn't otherwise visit our site, and longer-term engagement with fewer people.
  - Continuing school programme at current or increased capacity (a highly effective way to reach children who wouldn't otherwise visit our spaces) and options for increasing opportunities for adult learners (also need to show how current strategy includes a range of adults, e.g., via play programme and youth engagement which includes young adults).
  - Reach across London (including its most deprived boroughs) and focus on boroughs adjacent to our sites
- Show how the learning strategy helps learners to link their learning to the wider world and careers, e.g., through careers festivals and citizen science.

d) Community

- Public aspiration
  - Members recognised the challenges of a work programme dominated by health and safety, occupier's liability, maintenance, and habitat plan responsibilities which at times might not reflect community aspirations for further improvements reflected through public engagement. It was felt that improved dialogue was needed to better communicate the trustee's management obligations, while identifying opportunities for new community-led investment in sites.
- Public Participation
  - Referencing Sherry Arnstein's Ladder of Public Engagement, Members were keen to see greater public participation in meaningful decision making, if participation recognised the very real restrictions City Cash funding position.
- Identity
  - Members felt strongly that the City Corporation's identity sometimes overshadowed the individual charity objectives

and that a more nuanced identity was needed to both acknowledge the City's primary funding role, while celebrating the ambition and appeal of the charitable trust, hopefully providing more common ground for local authority support for investment in the charities.

e) Conservation

- There is a real need to ensure that each strategy balances with the others. Some members stated that all strategies should be centred around Nature Recovery
- We need to develop a code of ethics to help us determine which sources of money we will accept to support the charities. (I think this is a good general point that could be applied to most other of our draft strategies)
- The City should aspire to be a national player
- We should not be frightened of acquiring more land if partnership working won't get the job done

### **Current Position**

The current position is that the Natural Environment Division is composed of 10 Charities all of which have operated with their own strategic boundaries. With the creation of the new division, it is not intended to create a one size strategy and governance that fits all, instead it is intended to offer the strategic framework in which the individual Charities. The Trustee and the Members of the Committee can operate, taking account of local circumstances.

This approach acknowledges that there are some common areas, for example our response to climate change, our need to raise additional income sources that has led to the five draft strategies appendixes to this report. One important strategic approach is to ensure that all our open spaces have complimentary masterplans that reflect the key individual strategies, some are already in place and need reviewing and other need to put a masterplan in place. Further reports will be brought back to Committee on this matter.

### **Options**

The options under consideration were which strategies to pursue in the short term and which would be medium to longer term opportunities given the need to complete operational resourcing in order to have the resources to pursue a wider strategic approach. Future strategies could include Communication and Branding, Residential Accommodation, Investment strategy for example.

## **Proposals**

The recommendations will support the delivery of the Natural Environment Charity Review, in particular the Strategic Section

## **Key Data**

N/A

## **Corporate & Strategic Implications**

None

## **Conclusion**

The recommendations contained in this report are:

Note the report and the five key strategies Charity Income Strategy

Further work on the strategies will contribute to the overall schedule of work to deliver the Natural Environment Charity Review and will set the Charities future direction and development.

## **Appendices**

- Appendix 1 Charity Income Strategy
- Appendix 2 Visitor Strategy
- Appendix 3 Learning Strategy
- Appendix 4 Conservation and Nature Resilience Strategy
- Appendix 5 Community Strategy

## **Background Papers**

None

## **Sally Agass**

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# Appendix 1

## Natural Environment

### Charity Income Strategy – 2022 – 2032

#### Executive Summary

#### 1. Vision/Commitment

In order to maximise our ability to preserve and protect our open spaces in an era of reducing funding, we will build on the City funding available and generate more resources in order to increase benefits for our visitors. We will deliver this income in a sensitive way and without causing damage or harm to the spaces.

#### 2. Who we are?

We (the Natural Environment Division) form part of the City of London Corporation's Environment Department. Comprising 3 core open spaces (Sections) covering around 11,000 acres. Each is of immense (and growing) local, regional, and national importance for biodiversity.

#### 3. Why us?

Like all charities, funding has become constrained over recent years, and it is anticipated that City's Cash will be further reduced over coming years. To maintain and preserve the activities that we have undertaken in our spaces over the past decades, we must become more self-sufficient and identify opportunities to benefit monetarily from our spaces.

#### 4. Who we will work with (and how we will complement others' efforts)?

We will work with residents, visitors, local authorities, special interest groups, community groups, national representative organisation and others who are to work with us to sensitively develop the spaces. to ensure that our proposed revenue generating activities are well accepted in advance of their delivery. We will also seek to work with these groups to increase fundraising and legacy gifts. We will seek grants from all relevant grand providers.

For specialist activities, we will procure specialist resources (e.g., wedding/event planning, merchandising, etc.) and/or hire specialist staff to deliver high quality outcomes.

#### 5. Aims (of the strategy)

##### General

- i. To create a brand and a story that encourages donations and investment and encourages visibility within our spaces
- ii. Maximise the income that we can whilst aligning with other Open Space strategies and without causing harm or damage to our spaces. Utilising matched funding principles for example with local authorities
- iii. To raise the profile regionally and nationally of the achievements and work of the Open Spaces in order to attract potential national sponsors
- iv. To understand our 'offer' and the associated benefits to funders
- v. Further develop our marketing and promotion and investigate opportunities for merchandising etc

## **6. Revenue generation**

- i. Develop wide array of opportunities to generate revenue that enhances the experience of our visitors and/or increases the number of diverse visitors to our spaces.
- ii. Research potential invest to save projects.
- iii. Utilise buffer land to increase overall revenue to the charities
- iv. Ensure that sales are maximised

## **7. Fundraising**

- i. Increase the amounts raised through fundraising activities
- ii. Identify projects that can be delivered through specific fundraising campaigns
- iii. Determine if membership of the charities is a viable means of fundraising
- iv. Increase the number of legacy gifts provided to the charities through targeted campaigns

## **8. Grants**

- i. Identify projects that can be delivered through specific grants.
- ii. Increase numbers of conservation grants

## **9. Capital**

- i. Benefits accruing directly to the Charities from Capital Receipts on sale

## **10. What needs to change to achieve this strategy?**

- i. Our ambition, confidence, and influence.
- ii. Work with Chamberlains to ensure retention of revenue income and capital receipts as ear marked reserves.
- iii. Buffer lands need to be governed by the same regime as the charities, including with regard to funding sources within the City of London.

- iv. Seeking every opportunity to promote the work of Open Spaces and to raise the profile nationally and regionally. Including practical measures like branding our offer and developing our website and literature.
- v. Ensure our Charitable Objects give sufficient licence to widen our accessibility to funding.
- vi. Ensure that revenue generating opportunities align with our strategies.
- vii. Consider efficiencies that will create revenue savings for reinvestment.
- viii. Greater engagement with stakeholders eg Local Authorities.
- ix. Creation of KPI's to effectively monitor and evaluate success.
- x. Research and Analysis of our customers and clients to understand what our customers would like to see and the customer journey.
- xi. Data base of opportunities.
- xii. Having clear objectives and measurable outcomes backed with evidence and data.
- xiii. Better use of technology to reduce our expenditure as part of savings plan.
  
- xiv. Greatly improved messaging and visibility that encourages individuals. Local authorities and companies to see the benefits of being associated with the open spaces and feel a sense of responsibility for the future of the spaces.
- xv. A complete social value audit and quantification to take place, including value of volunteer's contribution.

#### **11. How does this strategy balance against competing strategies?**

This strategy will need to be balanced against our conservation strategy and aligned with our visitor and community engagement strategies. It is critical that no revenue generation opportunities should be pursued at the expense of our conservation objectives. We should be aligning our community engagement activities to understand better the interests of our local communities and through data our visitor demand and therefore our income generating opportunities.

This strategic approach must take account of the Charity Act 2011 and the objects of each Charity.

#### **12. Outcomes (of the strategy showing the intended impact we want to make)**

- i. Year-on-year increases to income.
- ii. Number of investment opportunities and save to invest schemes pursued.
- iii. Increased or new facilities resulting from the increased revenue and capital awards.
- iv. User enjoyment of our spaces, as evidenced through surveys and data.

### **13. Corporate Plan links**

This strategy supports the following Corporate Aim:

*'Shaping Outstanding Environments'*

*'We have clean air, land and water and a thriving natural environment  
Our spaces are secure, resilient, and well maintained'*

### **14. What success looks like**

- i. Increased ability to undertake conservation activities through in the increase in income
- ii. Improved or new facilities for residents and visitors
- iii. Appropriate use of our assets for visitor-centric revenue generating activities
- iv. We have fit for purpose interactive website and active social media, reaching out a variety of audiences, resulting in easy to generate income
- v. Achieving measurable and appropriated KPI's (to be determined).

### **15. Resource needs and other implications**

- i. People.
- ii. Dedicated and specialist resources for commercial opportunities, fundraising, and grant writing.
- iii. Ability to outsource as appropriate.
- iv. Training programmes for existing staff to participate.
- v. Policies and procedures to support operations.
- vi. Implementation Plan for approval that is consistent across the Charities particularly for setting fees and costs.
- vii. Invest in change management and developing performance management and employee capabilities.
- viii. Need to be creative and imaginative with opportunities.

# Appendix 2

## Natural Environment

### Visitor and Destination strategy 2022 - 2023

#### Executive Summary

#### 1. Vision

The vision of the strategy is to align the Charities objects with customer's needs so that our open spaces can be seen as important destination for London and beyond with a well-defined branding and a wide range of activities and facilities that can attract a wide range of visitors.

The primary aim of this visitor strategy is to focus and align our activities and people to agreed objectives that are ultimately identified by the drivers. The major benefit of the strategic approach is that that investment is aligned with needs to capture the local importance of our spaces as regional and national destinations but also to harness the balance between visitor needs and the preservation of these sites for future generation and biodiversity.

#### 2. Who we are?

The City of London's Natural environments enrich people's lives by enhancing and providing access to 4,500 hectares of diverse open space across London and beyond, including outstanding heritage assets. Every year millions of people visit our open spaces within London and outside London. Our award-winning open spaces range from the National Nature Reserve of Burnham Beeches in Buckinghamshire to Epping Forest – London's largest open space and Hampstead Heath with its amazing views, rolling woodlands and meadows.

#### 3. Why us?

The charitable objects and legislative objectives for each open space are to preserve the open spaces for the recreational benefit of their users. The charities' strategic frameworks have wider objectives, but the visitor focus is undefined and a visitor strategy is needed as the recreational benefits required by the legislation remains important charitable objects.

#### 4. Who we will work with?

The organisations, groups, and people we will be working with will include all the stakeholders linked to our visitors. The definition of visitors is intended to include all current users and potential users. This will include user of the sites for activities including walking, leisure, and recreational activities, play and health facilities, wellbeing activities such as sport, leisure and relaxation, local, regional or national events staged in the open spaces.

Drivers for visitors are explored in relation to:

- i. Leisure, Health and well being
- ii. Heritage and cultural importance
- iii. Education and schools
- iv. Biodiversity and natural environment
- v. Engagement, volunteering, and behaviour changes
- vi. Accessibility and social benefits for deprived and vulnerable communities
- vii. Inclusivity for all parts of the community

There will be a range of stakeholders linked to these drivers that will need to be engaged in the process that includes COL Members, Local Authorities officers and Members, local communities, key stakeholders, volunteers, schools, consultative committees, London and Partners, the business community, non-Government bodies, sport clubs, the heritage and culture sector, etc.

## **5. Aims**

The aims are as follows:

- i. To create a golden thread with the current corporate and Natural Environment strategies and Destination City
- ii. To shape plans/priority projects that can be incorporated into a strategic framework to enable more successful business development.
- iii. Maintain a balance between visitor economy and the protection of our sites for biodiversity and nature conservation

The primary objectives of COL open spaces' visitor strategy are:

- i. To develop a brand for the Natural Environment recognising and promoting the individual nature and purpose of each charity.
- ii. Consolidate' core business activities for our visitors, including our sport and leisure provision, such that it delivers an appealing and distinctive service with the aim of being more self-sustainable.
- iii. To expand on longer term the business into new markets and audiences to attract new visitors within the constraints of the sites, particularly those from under-represented groups
- iv. To improve accessibility and inclusivity mindful of the delicate balance that needs to be achieved to preserve our natural spaces.

## **6. What needs to change to achieve this strategy?**

- i. Our ambition, confidence, and influence
- ii. A better way to collect data and customer insight
- iii. Development of a website and a comms strategy that can be a suitable platform to develop audiences
- iv. A clear branding and offer from our facilities

- v. Ensure that the visitor strategy aligns with the developing sport and leisure strategy, other corporate strategies, and the Natural environment strategies
- vi. An understanding that a balance between nature conservation and visitor development is possible

## **7. How does this strategy balance against competing strategies?**

The Natural Environment Division is developing a series of separate strategies to lead its main service delivery activities. These will sometimes complement each other but there will be occasions when they compete. Each strategy needs to acknowledge the existence of and link to, the others and seek balanced solutions to potential conflicting needs

## **8. Outcomes**

There are several workstreams that are necessary to prioritise in order to achieve the above objectives so that the following outcomes can be achieved:

- i. A qualitative and quantitative research that can fully understand current audiences and develop strategic approaches
- ii. A review of the Charities' vision/values/brand to meet the need of current audiences and develop new audiences.
- iii. Well defined product/services to meet visitor groups/needs in relation to the different sites and how they are used
- iv. Defined basic customer/ 'brand' proposition for each site and the adoption of an effective comms strategy
- v. Opportunities/start-point initiatives, develop high-level long-term opportunities and initiatives, and prioritise these plans to develop our business
- vi. Creation of a framework visitor strategy for each charity and route-map that can be supported by stakeholders and will develop the offer for each charity
- vii. Start-point unique high level selling propositions/positionings/messages including the development of the right mediums i.e., social media, web presence etc.
- viii. Through engagement and compliance, there will be the right balance that can continue to welcome visitors, develop audiences, and preserve the sites for future generations

An important starting point is having enough data on current visitors and a visitor survey can be a very important initial step to inform the above workstreams.

## **9. Corporate plans link**

The strategic framework for the City's open spaces is highlighted in the Open Spaces business plan 2021-22. [PowerPoint Presentation \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)..

## 10. What success looks like

- i. Sites understand their visitors and their drivers and key plans are developed that cover our aims for volunteers, sport and leisure for example.
- ii. There is an understanding and knowledge of current audiences and opportunities to create new ones or develop existing ones, particularly focusing on deprived communities and inclusivity
- iii. Our visitor strategy is in line with corporate objectives and the objectives of the charities
- iv. Developed strong partnerships with organisations and frameworks that can amplify messages and strengthen the strategy such as London and Partners
- v. Effective communications and branding - our sites and management activities are understood by various audiences
- vi. We have a robust data set to inform consistent management decisions
- vii. We have access to the skills/expertise we need
- viii. We have sufficient resources to meet our new ambitions
- ix. Additional income generation directly funds those ambitions

## 11. Resource needs and implications

### a. Funding for:

- i. Acquire professional expertise to develop baselines and plans
- ii. Research and data gathering to identify audiences
- iii. Resourcing audience development plans, including marketing, branding, and comms
- iv. Develop partnerships with businesses creating packages to enhance visitor experience
- v. Funding improvements identified in audience development plans
- vi. Capital funding to improve infrastructure and facilities to enhance visitor experience
- vii. New skills/expertise within teams (or access to external expertise)
- viii. IT development to enhance visitor experience

### b. People

- i. Strengthened expertise through training and development

### c. Communications

- i. Improved marketing and comms according to audience development plans
- ii. Clear links to competing strategies and key messages on balancing competing priorities.

# Appendix 3

## Natural Environment

### Learning Strategy 2022 - 32

#### Executive Summary

#### 1. Vision/Commitment

To facilitate learning through active engagement with our green spaces, reduce inequalities in education and wellbeing, and develop nature connection as a foundation for pro-environmental behaviours.

#### 2. Who we are

The City of London's natural environments enrich people's lives by enhancing and providing access to 4,500 hectares of diverse open space across London and beyond, including outstanding heritage assets. Every year millions of people visit our open spaces within London and outside London. Our award-winning open spaces range from the National Nature Reserve of Burnham Beeches in Buckinghamshire to Epping Forest – London's largest open space and Hampstead Heath with its amazing views, rolling woodlands and meadows.

The current learning programme engages schools and communities in three sites: Hampstead Heath, Epping Forest (including Wanstead Flats) and West Ham Park. The programme consists of the following workstreams:

- I. Schools service at Hampstead Heath, Epping Forest, West Ham Park
- II. Green Talent programme working with 13 – 25-year-olds struggling in education and/or furthest from the job market
- III. Play activities at Hampstead Heath (two play centres) engaging children, parents, and carers
- IV. Volunteer development and community outreach work engaging families, children, and adults

The programme works with a variety of organisations including Culture Mile Learning, Camden Council, University College London, and the Refugee Council. For more information on the current programme, contact [abigail.tinkler@cityoflondon.gov.uk](mailto:abigail.tinkler@cityoflondon.gov.uk)

#### 3. Why us?

At a time of increasing disconnection from nature, a need to act over the climate crisis, and a drive to tackle inequalities and enrich people's lives, our green spaces provide a unique opportunity to connect people to nature, develop pro-environmental values, inspire learning, and enhance wellbeing.

#### 4. **Who we will work with?**

We recognise the importance of working with a wide range of partners to maximise efforts to engage learners with our green spaces, build nature connection, and reduce inequalities in access to nature, wellbeing and educational attainment. Key groups will include schools, community groups, local authorities, volunteers, research partners, CoL strategy team and Culture Mile Learning. This will include working closely with the CoL education strategy team to ensure alignment with a new 2023 CoL Education Strategy, which should include an environmental element.

#### 5. **Aims**

- i. **Build nature connection and pro-environmental behaviours:** Research has shown that the first step in building pro-environmental attitudes and behaviours is to develop nature connection. This connection is developed through participation in memorable experiences outdoors. The development of a new strategy will enable us to expand our 'nature connection' activities and reach at a time of increasing concern over climate change and biodiversity loss.
- ii. **Enhance access to London's nature: building confidence, understanding and involvement:** Contact with nature is becoming less frequent, and for many Londoners our city is the main place they can experience being in nature. Through engaging people in meaningful learning activities, we can help participants to understand the value of urban nature, to feel confident to explore and enjoy our spaces, and to get involved in maintaining open spaces.
- iii. **Increase opportunities to improve wellbeing:** Spending time in nature is beneficial to health and wellbeing, however, there are many concerns over health and wellbeing inequalities as people in deprived areas of London face more barriers than most to accessing nature. The learning programme can reach out and engage groups with our green spaces, contributing to the health and wellbeing of residents of some of London's most vulnerable communities through participation in volunteering, bespoke community and youth programmes, school programmes and play programmes. For young children, natural play outdoors is excellent for their wellbeing and development. There is growing concern that opportunities for children to play in nature are becoming very limited, and the learning programme has a key role in supporting more children to play in our outdoor spaces.

- iv. **Increase opportunities in education:** Following the pandemic and association school closures, there is heightened concern over the attainment gap between disadvantaged school students and their peers. Groups who have been adversely affected include children living in poverty, children with special educational needs and disabilities (SEND), young carers and young refugees. The learning programme can work with these groups, including targeting high pupil premium schools to reach children who are living in poverty, and providing bespoke sessions for children with SEND, and groups such as young carers and young refugees. Sessions will support understanding of National Curriculum topics for school audiences, including literacy and numeracy, as well as enhancing confidence, wellbeing and nature connection for all.
  
- v. **Build fusion skills:** Research has shown that many students struggle to understand how their learning relates to future career paths, and that career aspirations are often formed at a young age. The programme will support learners to develop fusion skills - a combination of skills such as creativity, problem solving and communication, and raise awareness of career pathways through participation in career festivals and providing programmes which show how these skills are relevant beyond the classroom.
  
- vi. **Define and increase our reach:** We will focus our reach to engage children growing up in poverty, children with special educational needs and disabilities, young people struggling to engage with education/employment, and communities who border our green spaces but face barriers to visiting (all ages). This will include targeting more high pupil premium schools in London, particularly in London's most deprived boroughs. The development of the new Learning Strategy will include consideration of the benefits and costs of expanding the programme to more sites, including The Commons (the programme has been focused on Hampstead Heath, Epping Forest, West Ham Park and London audiences).

## 6. What needs to change to achieve this strategy?

- a. Our ambition, confidence, and influence
- b. Funding and resources - to refocus or increase capacity
- c. Reduce introspection/silo working
- d. Increase collaboration with other organisations

## 7. How does this strategy balance against competing strategies?

The Natural Environment Division is developing a series of separate strategies to lead its main service delivery activities. These will sometimes complement each other but there will be occasions when they compete. Each strategy needs to acknowledge the existence of and link to the others, align efforts where appropriate, and seek balanced solutions to potential conflicting needs.

## **8. Outcomes**

We will deliver projects and services that deliver impact in our local communities, connecting them more powerfully to our green spaces. Our programmes will deliver the following outcomes increases for participants:

- i. Increase understanding of the value and importance of our green spaces
- ii. Increase confidence to use green spaces, as part of our activities or independently
- iii. Increase involvement in taking positive action for or getting involved with our green spaces
- iv. Increase sense of wellbeing
- v. Increase nature connection

## **9. Corporate Plan links**

This strategy supports the following corporate aims:

*Contribute to a flourishing society:*

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

*Support a thriving economy:*

- *We have access to the skills and talent we need.*

*Shape outstanding environments:*

- *We inspire enterprise, excellence, creativity, and collaboration.*

## **10. What success looks like**

- a. We have sufficient resources to meet our new ambitions.
- b. Our audiences gain an increase in understanding, wellbeing, confidence, nature connection and/or involvement after participating in our activities.
- c. We engage high pupil premium schools (pupil premium is an indicator of disadvantage as it is allocated to children who have been in receipt of free school meals, looked after or adopted from

- care), young people who are struggling with education/employment and community groups.
- d. We engage children growing up in areas of income inequality and child poverty at our Play Centres, providing opportunities for outdoor play.
  - e. We use our evaluation and relevant research to adapt and improve our learning programme.
  - f. We have effective communications - our learning activities are understood by its various audiences.
  - g. We have a robust data set to inform consistent management decisions.
  - h. We have access to the skills/expertise we need.
  - i. The learning strategy is in line with corporate objectives and the CoL Education Strategy.

## **11.Resource needs and other implications**

- a. Funding for:**
  - i. Resourcing learning audience development plans, including staffing and marketing
- b. People**
  - i. Strengthened expertise through training and development
- c. Communications**
  - i. Improved marketing and comms to reach and engage our learning audiences
  - ii. Clear links to competing strategies and key messages on balancing competing priorities

# Appendix 4

## Natural Environment

### Nature Recovery and Climate Resilience Strategy. 2022 – 2032

#### Executive Summary

#### 1. Background and Strategic context.

The Open Spaces Department ‘shapes outstanding environments’ by long-term, expert custodianship of its open spaces and their particular biodiversity, across 4,500 hectares of open space within London and beyond. Every year millions of people visit our award-winning open spaces including the National Nature Reserves of Burnham Beeches in Buckinghamshire, Ashted Common and the South London Downs in Surrey, Epping Forest in Essex and Hampstead Heath. Two of these sites, Burnham Beeches and Epping Forest carry Special Area of Conservation status (SAC) recognising their international importance for rare and specific habitat types. All share common charitable and legislative objectives: *to preserve the open spaces for the recreational benefit of their users.*

In a country that has, over recent decades, recorded a devastating decline in once common species of flora and fauna, opportunities to experience the full spectrum of biodiversity once found in the English landscape, are rapidly diminishing. In that same time frame our appreciation and understanding has grown of the ‘hidden services’ the natural landscape provides such as clean air, water, carbon sequestration and storage, upon which all existence is based. There is a pressing need to better understand, value and protect these natural services to reflect their intrinsic worth.

Our open spaces have become sanctuaries for some of the UK’s rarest and most threatened species, which in itself is a lamentable reflection of the wider state of our environment. More positively each site can and must, play an important role in reversing the current ‘biodiversity loss crisis’, a challenge set out by the Environment Act, 2022. This can only be achieved by agreement of a clear and determined strategic approach thereby ensuring that future generations of all species, including our own, can thrive.

The strategic framework for the City’s open spaces is highlighted in the Open Spaces business plan 2021-22. [PowerPoint Presentation \(cityoflondon.gov.uk\)](#). The strategy has wider objectives but lacks the

detailed strategic approach identified above. The strategic approach should drive existing and future site-specific management plans.

The City Corporation has recently set out its commitment to net zero carbon emission by 2027 for its operations, net zero by 2040 across the City Corporation's 'full value chain', net zero by 2040 in the Square Mile and climate resilience in our buildings, public spaces and infrastructure. The City Corporation has publicly committed to do this through major investment in energy efficiency at our investment and corporate properties, aligning its investment portfolio with the Paris Agreement, enhancing carbon removal in our open spaces, protecting our shared natural resources, driving net zero through our supply chain and integrating climate considerations into all our decision. [Climate Action Strategy 2020-2027 \(sharepoint.com\)](#)

Whilst the City has produced a Biodiversity Action Plan for those Parks and Gardens within its local authority function a truly open spaces wide strategic approach to nature recovery and climate resilience is needed to provide a golden thread with other Corporate and Natural Environment strategies.

## **2. Vision/Commitment.**

We will protect and conserve, thriving rural and urban green spaces at the heart of wider, interconnected natural landscapes, maximising their potential to enhance permanently their biodiversity value, ecosystem services, sequestration and storage of carbon and climate change resilience and remove/sequester carbon.

## **3. Who we are?**

The Natural Environment Division forms part of the City of London Corporation's Environment Department. Comprising 3 core open spaces (sub- Divisions) covering around 4,500 hectares. Each is of immense and growing local, regional, and national importance for biodiversity.

## **4. Why us.**

We are required to protect the green spaces through a variety of Acts and regional/national designations such as Site of Special Scientific Interest, Special Area of Conservation (Conservation of Habitats and Species Regs, 2017), Metropolitan Open Land & Greenbelt, Wildlife and Countryside Act, 1981 as well as our own founding Open Spaces Acts. The Natural Environment and Rural Communities Act 2006, places upon the City (as a local authority) the duty to have regard for conserving biodiversity. The Environment Act 2021 seeks to halt the decline of species by 2030 and will set clear targets for land managers to achieve this.

Our geographic spread around London and the Home Counties and diverse range of natural assets, affords a wide sphere of influence with those who manage land around us. Our ability to sequester and store carbon places us at the heart of City's Climate Action Strategy.

Our lands, purchased under various Acts of Parliament, are protected in perpetuity and play key roles as nuclei of biodiversity and potential inoculum of wider landscapes. Buffer lands whilst not protected in the same manner, have scope to generate additional income to support our vision and will play an essential, long-term role in our future carbon reduction and nature recovery activities.

5. **Who we will work with** (and how we will complement other efforts)?  
We recognise the importance of working with common aims across the portfolio of open spaces and with a wide range of national, regional and local partners to maximise (our) efforts to address the regional, national and global biodiversity and climate crises.

## 6. Aims

### Spaces under the Act

- a. Protect and enhance existing biodiversity within our current ownership boundaries, in perpetuity
- b. Look beyond existing ownership boundaries and:
  - i. Forge clear links between the CoL Climate Action Strategy and 'wider' Nature Recovery and Climate Action Plans.
  - ii. To the greatest extent possible, seek partnerships with external bodies to support their strategies, policies and plans 'for local nature recovery' and the restoration of wider, wilder landscapes
  - iii. Seek additional funding to achieve the above e.g. ELMS, S106 etc.
- c. Balance biodiversity net gain against competing green space strategies such as visitor access, commercial activity, health and wellbeing, heritage, learning and information.
- d. Use (where possible) minimum intervention techniques, including extensive grazing, to enhance biodiversity, reduce our carbon footprint and use of resources.

### Buffer lands

Use existing/acquire additional buffer lands to:

- i. Protect existing ('designated'?) sites and provide opportunities for habitats and species to expand via permeable boundaries into the wider landscape
- ii. Provide visitor gateways to our protected landscapes thereby reducing pressures on biodiversity

- iii. Sequester carbon balanced with opportunities for biodiversity enhancement
- iv. Provide additional support to the City's Climate Action strategy and associated targets
- v. Generate additional income through potential change in use to mitigate the ownership costs of buffer lands and our wider nature recovery and climate action ambitions

#### **All Land**

- i. Strengthen the strategic approach strategy to nature recovery within the Corporate Plan and Environment Dept – a golden thread to Corporate and Natural Environment strategies
- ii. Work with Local Planning Authorities, Natural England and other external bodies to mitigate the impact of urban development on the biodiversity of the green spaces.
- iii. Use outcomes of planned development to financially support the wider ambitions of this strategy

#### **7. What needs to change to achieve this strategy?**

- i. Our ambition, confidence and influence
- ii. Corporate plan – to fully reflect biodiversity and climate crises
- iii. Funding and resources - to refocus or increase capacity
- iv. Reduce introspection/silo working
- v. Increase outreach to other organisations (with similar ambitions?)
- vi. Public understanding of the Biodiversity and Climate Change crises and the changing/conflicting purposes of the open spaces
- vii. An effective, 'softer' communications strategy that reflects the aims of each charity and their roles to combat climate change and biodiversity loss

#### **8. How does this strategy balance against competing strategies?**

The Natural Environment Division is developing a series of separate strategies to lead its main service delivery activities. These will sometimes complement each other but there will be occasions when they compete. Each strategy needs to acknowledge the existence of and link to, the others and seek balanced solutions to potential conflicting needs.

#### **9. Outcomes (of the strategy showing the intended impact we want to make)**

- v. Permanently conserved and protected green spaces.
- vi. Improved links with other organisations (etc)
- vii. Monitoring programmes including carrying capacity studies, visitor numbers, biodiversity data, soil, ecosystem services etc

- viii. Permeable, linked landscapes beyond our boundaries with shared management principles enabling species migration across ownership frontiers
- ix. Richer, resilient more biodiverse open spaces
- x. Enhanced carbon sequestration and storage
- xi. Stabilised and improving ecosystem services whose value is understood financially
- xii. Creation/acceptance of minimal intervention landscapes were deemed appropriate i.e. reliant on natural processes to deliver biodiversity, ecosystem and carbon management services
- xiii. An expanded land ownership portfolio where necessary
- xiv. Guiding policies and a portfolio of 'local' projects to attract funding such as BNG, S106, CIL, ELMS, Voluntary Giving etc.
- xv. A code of ethics

## 10. Corporate Plan links

This strategy supports the following Corporate Aim:

*'Shaping Outstanding Environments'*

*We have clean air, land and water and a thriving natural environment.*

*Our spaces are secure, resilient, and well maintained.*

## 11. What success looks like

- a. This strategy links clearly to wider Corporate and Natural Environment strategies so that the organisation understands the long-term value/benefits of supporting this strategy Nature Recovery and Climate Resilience activities.
- b. All designated sites are protected by an active land acquisition policy providing buffers and where necessary, visitor gateways
- c. Each open space contributes to the strategy in a manner that reflects their different opportunities, challenges, and potential
- d. We have effective communications - our sites and management activities are understood by its various audiences.
- e. We have a robust data set to inform consistent management decisions
- f. We have clear hierarchy of strategic need
- g. We have access to the skills/expertise we need and the resources to support them
- h. We have sufficient resources to meet our new ambitions.
- i. Additional income generation directly funds those ambitions
- j. Detailed aims, targets, outcomes, and measures within local management plans
- k. Biodiversity is flourishing across ownership boundaries and able to adapt to climate change

- I. Members have access to strategic information in a form that ensures progress can be reviewed easily and effectively

## **12. Resource needs and other implications**

### **a. Funding for:**

- i. Acceleration of existing biodiversity enhancement work programmes
- ii. Land acquisitions
- iii. Partnership work 'contributions'
- iv. New skills/expertise within teams (or access to external expertise)
- v. Establishment of improved baseline data
- vi. Extensive data gathering and long-term monitoring programmes

### **b. People:**

- i. Strengthened ecological expertise – currently very thinly spread
- ii. Strengthened planning/development expertise
- iii. Strengthened climate change knowledge
- iv. Strengthened income generation expertise

### **c. Communications:**

- i. Improved, charity focussed, marketing and comms to enhance funding and mitigate public issues/concern e.g. due to competing strategies
- ii. Clear links to competing strategies and hierarchy of need
- iii. A fit for purpose web site and social media freedoms.

# Appendix 5

## Natural Environment

### Community Engagement Strategy – 2022 – 2032

#### Executive Summary

##### 1. Vision/Commitment

Relevant and well-loved rural and urban green spaces across Greater London that attract visitors and supporters from their local communities across all demographic groups who use and protect these spaces. As well as regional assets, develop spaces as green infrastructure, aligning objectives for the spaces with the local authorities and local communities that ensure the long-term preservation and importance of these spaces.

##### 2. Who we are.

We (the Natural Environment Division) form part of the City of London Corporation's Environment Department. Comprising 3 core open spaces (Sections) covering around 11,000 acres. Each is of immense (and growing) local, regional and national importance for biodiversity.

##### 3. Why us

Our geographic spread around London and the Home Counties and diverse range of conservation assets affords a wide sphere of influence with those who live, work and play in the areas around these spaces. Aligning our objectives with our local communities will ensure continued relevance of our space, as well as providing additional protection for them.

##### 4. Who we will work with (and how we will complement others' efforts)?

We will work with local authorities, special interest groups (including those currently participating in consultative committees and those not), schools, community groups, and residents who are not typically represented by those special interest groups that have historically been involved in the consultative committees. By reaching out to the wider communities, we will seek to ensure our long-term relevance for those who live and work around our green spaces.

##### 5. Aims (of the strategy)

###### General

- a. Enhance our ability to protect and preserve our spaces in perpetuity by increasing the local 'ownership' of the spaces and therefore individuals' willingness to take proactive measures to ensure their continued protection
- b. Ensure that our spaces and our visitor activities are relevant to local communities – particularly those typically underrepresented communities -- and where appropriate, are able to generate income that can be utilised for protection of the spaces

#### **Local authorities**

- c. To the greatest extent possible, align objectives with local authorities with regard to planning and development for mutual long-term benefit of the spaces and the communities around the spaces, including using outcomes from planned developments to financially support our wider strategies
- d. Identify opportunities for funding from local authorities that can enhance the delivery of our strategies

#### **Related charities**

- v. Identify opportunities to have wider influence or to deliver greater benefit by combining efforts with related charities (e.g. National Trust, Royal Parks, etc.)

#### **Volunteers**

- vi. Increase numbers of volunteers from 'non-traditional' groups, including teenagers and young adult and diverse communities in order to achieve greater local 'ownership' of the open spaces
- vii. Identify unique aspects of each of the spaces that may attract different volunteers (e.g. heritage aspects)

### **6. What needs to change to achieve this strategy?**

- a. Our ambition, confidence and influence
- b. Outreach to other organisations and people – local authorities and wider communities who do not currently engage with us through regular dialogue, surveys, increased social media use, etc.
- c. Divisional plans are driven by data reflecting community needs and representation
- d. Communities beyond our special interest groups are afforded the opportunity to be involved and co-design
- e. Public understanding of the Biodiversity and Climate Change crises and the changing/conflicting purposes of the open spaces

### **7. How does this strategy balance against competing strategies?**

This strategy should be a facilitator of the delivery of the other strategies: engaging with our local authorities and local communities should ensure that our objectives are clear to our local communities and that we understand the drivers within the local communities that could have a positive and negative impact on our own strategies. Wider community engagement should result in greater success of the other strategies.

#### **8. Outcomes (of the strategy showing the intended impact we want to make)**

- xvi. Regular and positive ongoing dialogue with members and officers at all relevant local authorities and related charities
- xvii. Increased engagement and visitation by all demographic groups in our local communities in a positive way
- xviii. Increased volunteering across all demographic groups
- xix. Increased engagement with local schools
- xx. Early engagement on development activities to identify mitigation measures or to agree that certain developments will cause significant harm
- xxi. Staff is supported with community engagement toolkit to be able to deliver inclusive and effective activities

#### **9. Corporate Plan links**

This strategy supports the following Corporate Aim:

*'Shaping Outstanding Environments'*

**11. We have clean air, land and water and a thriving natural environment**

*Our spaces are secure, resilient and well maintained*

#### **10. What success looks like**

- a. We have close working relationships with the relevant local authorities and a wide array of local communities, particularly those communities who do not traditionally engage with us
- b. We have effective communications - our sites and management activities are understood by its various audiences.
- c. We have fit for purpose interactive website and active social media, reaching out a variety of audiences
- d. Meaningful surveys and polls and engagement tools that influence the shaping of our plans
- e. Volunteer numbers increase, particularly from non-traditional communities
- f. Consultative committees no longer required as engagement undertaken more widely across communities (including with those previously on consultative committees)
- g. Contributions from local authorities increase to meet shared objectives
- h. Detailed aims, targets, outcomes and measures within local management plans

#### **11. Resource needs and other implications**

**a. People**

- i. Dedicated resources in each area for community engagement activities

**b. Communications**

- i. Clear strategy on socials, supported by community engagement resource 'on the ground' rather than central comms

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# Agenda Item 6

<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park	7 July 2022
<b>Subject:</b> West Ham Park Trustees Annual Report and Financial Statements for the Year Ended 31 March 2021	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> The Chamberlain Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Beatrix Jako - Chamberlains	

## Summary

The Trustee's Annual Report and Financial Statements for the Year ended 31 March 2021 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 2020/21 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 the Finance Committee and the auditors BDO LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via outturn report on 13 July 2021.
2. Following on from a previous review of the charities for which the City is responsible, (completed in 2010), which detailed key reports that should be presented to your Committee. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual Return to the Charity Commission. Since this undertaking the City Corporation has recently approved that a further comprehensive review be

undertaken across all of its charities, the outcome of which will be reported to this committee in due course.

3. The Trustee's Annual Report and Financial Statements were submitted to the Charity Commission within the regulatory deadline of 31 January 2022.

### **Appendices**

- Appendix 1 – West Ham Park Report and Financial Statements for the year ended 31 March 2021

### **Beatrix Jako**

Acting Senior Accountant – Chamberlain's Financial Services Division

E: [Beatrix.Jako@cityoflondon.gov.uk](mailto:Beatrix.Jako@cityoflondon.gov.uk)

West Ham Park

Annual Report and Financial Statements for the  
year ended 31 March 2021

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 and are elected by the electorate of the City of London. The Key Committees which had responsibility for directly managing matters related to the charity during 2020/21 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.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held in public, enabling the decision-making process to be clear, transparent and publicly accountable. Details of the membership of Committees of the City Corporation are available at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk)

The charity is consolidated within City's Cash as the City of London Corporation exercises operational control over their 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. A comprehensive review of governance commenced during 2019/20 and is ongoing to ensure that the charity is effective in fulfilling its objectives. Reference is being made to the good practices recommended within the Charity Governance Code throughout this review. Focus is being placed 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 32.

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.

## **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 19<sup>th</sup> Century traditional park environment.

### **Volunteers**

West Ham Park works closely with the Friends of West Ham Park who deliver several walks and talks throughout the year, as well as volunteering in the vegetable garden and wildlife garden. Other volunteer opportunities with groups and individuals contribute towards an average of 800 volunteer hours per year.

### **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 bonuses and recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 1(c) 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 pay gap.

Owing to the COVID 19 pandemic and the recommendations from the Tackling Racism Taskforce, which was set up last year to identify the actions that the City Corporation could implement to tackle racism in all its forms, the Corporate Equality and Inclusion Plan is currently being updated. There is work ongoing relating the new Equalities and Inclusion objectives, that will include internal and external consultation. This is expected to take place in the summer, with publication of the revised Equalities and Inclusion objectives by the end of 2021.

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.

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 campaign.

The charity has received no complaints in relation to fundraising activities in 2020/21 (2019/20: £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 32.

## ACHIEVEMENTS AND PERFORMANCE

The team at West Ham Park have ensured that the site remained open and accessible throughout the COVID-19 pandemic. However, with the focus on keeping the Park open, tidy and safe, this did impact on the delivery of some of the projects planned for 2020/21 which will roll over into 2021/22.

### Key Targets for 2020/21 and review of achievement

**Sustainable fleet and equipment:** The park had to replace an old road sweep and van in order to remain compliant with the Ultra-Low Emission Zone requirements. Research around replacements was conducted in 2020 and new vehicles trialled, however due to reduced staff numbers and closure of vehicle showrooms due to COVID, the process took longer than normal and new vehicles were not able to be purchased within the 2020/21 year.

**Playground project:** Approval was originally given for the playground to be refurbished and extended; however external funding was required to achieve this. Due to impacts of COVID on potential funding streams, stage two bids with external funders totalling £225,000 were unsuccessful. Committee approval was obtained to use funds allocated by the City to refurbish the playground within its original footprint. Fundraising continues for the remaining £350,000 required to realise the larger project and planning permission has been granted. The contract for the central 'ship' feature has been awarded and documents for the main work and waterplay contract are being finalised. It is expected that works will begin on site in September with the playground being completed by Spring 2022.

### West Ham Park Nursery Project:

In October 2019, Members voted in favour of an option of mixed residential development and additional park land, following which the City Surveyor has secured additional resource to take this project forward. Savills Ltd, a commercial consultant, has been appointed to advise on objective setting, soft market testing and a review of the current market. The Senior Development Manager that was appointed in 2019 has unfortunately left the City and recruitment is due to take place in October to refill this position. Once in place and as lockdown restrictions permit, a pre-application discussion with Newham can take place and stakeholder engagement can commence.

We have been working with City Surveyors and the City's Legal department to provide information to the Charity Commission regarding their questions over the project proposals. Correspondence with the Charity Commission remains ongoing. All points raised by the Commission have been answered in full and a final response is awaited.

**West Ham Park Management Plan** - due to the coronavirus pandemic and the proposed merger of departments work on the management plan has been postponed.

**Work with sporting partners** - the coronavirus pandemic and resultant closure of facilities impacted sports significantly in the Park and no work was undertaken to increase active sports participation. However, when the tennis courts opened after the first lockdown the courts were dramatically busier than they would normally have been.

**Working in partnership with the departmental Learning Team to increase the learning and engagement offer at the Park:** During the first lockdown, the learning team produced a series of nature-focused activities which schools and families could do themselves – for example, videos teaching children how to do a bug hunt and create eco art, and worksheets demonstrating how to make a bird feeder or sun catcher. Activities were designed to use the simplest of resources, such as old cereal packets and milk cartons, to include children at home with only limited resources. Activity worksheets and videos were sent to schools, with teachers sharing the activities with both children at school and children at home. Printed activity sheets were shared via food banks, community centers and hostels, reaching families who may not have access to a computer.

Over the summer holidays, the team were able to work face-to-face with groups of up to five participants outdoors. In response to concerns over the impact of the pandemic on mental health, the sessions were designed to improve wellbeing. The team worked in partnership with 'Ambition Aspire Achieve' to engage young people who had been suffering from anxiety and depression over lockdown. The program delivered a range of outdoor activities in West Ham Park such as clearing leaves and watering plants, which boosted self-esteem and confidence.

Over the autumn term the team began to work with school groups in West Ham Park again, and in January 2021, when schools closed, they adapted their offer to engage the vulnerable children, children with special educational needs and disabilities, and key worker children who were attending schools within walking distance of West Ham Park. The outdoor learning sessions provided a great opportunity for the children in school to work together as a team, build wellbeing, and apply their classroom learning in a new context. 61 sessions were held, attended by 1,371 school children at West Ham Park between November 2020 and March 2021.

## **PLANS FOR FUTURE PERIODS**

The global pandemic of Coronavirus was still very much part of operations at the start of the 2021/22. This may have an impact on income and ability to deliver some projects in the next 12 months.

### **Key projects for 2021/22 include:**

**ULEZ Compliant Vehicles** - the charity will look to replace the road sweep and van in order to comply with the requirements of the Ultra-Low Emissions Zone, and to ensure the long-term viability of the charity's vehicles and equipment.

**Playground project** – progress the delivery of the refurbishment of the playground.

**West Ham Park Nursery Project** - Work will continue with the City Surveyor and other partners towards delivering the preferred option of the West Ham Park Nursery Project.

**Sports partnerships** - The charity will continue to work with sporting partners in order to maintain or increase active participation through sport at West Ham Park in line with agreed targets.

**Learning in West Ham Park** - The charity will work in partnership with the Departmental Learning Team to maintain or increase the learning and engagement offer at the Park, in line with programme targets.

**Budget management** - Achieve financial savings as required through a combination of reducing expenditure and appropriate income generation activities

**Target Operating Model** - Support the development of the City of London's new Target Operating Model and the creation of a new Department within which will sit this charity.

The Trustees do not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 20.

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 2020/21 the charity's total income for the year was £1,602,717, an overall decrease of £18,000 against the previous year (£1,620,717). The principal source of income was from City of London Corporation's City's Cash fund (see below).

Income from Charitable Activities comprised £113,334 from fees charged (2019/20: £101,255) and £208,624 from rents (2019/20: £177,305). Given the impact of the COVID pandemic, sports was anticipated to be lower than usual. In reality, the periods between lockdowns saw a much greater demand for certain sports, notably tennis, which resulted in a much higher than anticipated level of income. Furthermore, the 5-yearly rent review for the Cedars site resulted in a significant increase in terms, providing a higher than anticipated level of rental income.

There was no grant income received during the year (2019/20: £355).

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. In total £256 was received during the year (2019/20: nil). The full amount was transferred as at 31 March 2021 to a ring-fenced reserve account 'Campaign Donations'.

There were no contributions received during the year (2019/20: £2,058 was received from the Friends of West Ham Park toward cost of water point in the Vegetable Garden).

Interest of £1,186 from cash held following the sale of property was received (2019/20: £996).

Other income of £333 was received through Learning Programme recharges in relation to Coronavirus Job Retention Scheme (2019/20: £nil).

An amount of £1,278,984 (2019/20: £1,338,748) was received from the City of London Corporation's City's Cash as a contribution towards the running costs of the charity. The decrease in contribution was mainly due to a lower number of cyclical building works taking place during the year (see expenditure below).

### **Expenditure**

Total expenditure for the year was £1,612,456, with all expenditure relating to charitable activities (2019/20: £1,630,712). The decrease in expenditure is owing to a lower number of cyclical building works taking place during the year. This is due to the economic impact of COVID-19 and subsequent reduced income revenue generation, resulting in the three year cyclical programme of repair and maintenance being spread over four years. The programme is monitored by the Corporate Asset Sub Committee of the City of London Corporation.

### **Funds held**

The charity's total funds held decreased by £9,739 to £50,231 as at 31 March 2021 (2019/20: £59,970).

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 "undesignate" these funds at any time. Designations as at 31 March 2021 totalled £49,975 (2019/20: £59,970). These designated funds represent the net book value of fixed assets held.

A restricted fund of £256 (2019/20: £nil) was held at year-end. This relates to Campaign 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.

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.

### **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
Health & Safety	Good Health & Safety culture amongst staff; contractor protocol in place; regular review of site health and safety by peer review; comprehensive training programme and hierarchy of responsibilities. Priority has been a review of Risk Assessment (RA) and Safe System of Work (SSoW) in light of COVID and changing government guidance.
Extreme weather and climate change risk	City Climate Adaptation Strategy now adopted. Emergency Plan in place; monitoring of warning systems; Extreme Weather Policy adopted for the Charity. Current level of risk cannot be removed completely.
Poor repair and maintenance of buildings (inadequate planned or reactive maintenance)	While statutory checks have continued to be carried out, the general investment programme is behind schedule owing to the impact of COVID however expected that we will catch up with program by summer 2021.
Pests and diseases	New tree database launched in 2020 resulting in more detailed monitoring of pests and diseases. Staff continue to be trained in early identification and treatment. Some residual risk accepted (natural cycles).
Poor Public Behaviour	During COVID pandemic West Ham Park has seen a huge increase in visits, especially during the easing of the first lockdown in spring 2020 and the requisite antisocial behaviour from members of the public. The park has liaised with the police and Safer Neighbourhood Teams (SNT) to address this. Second and third lockdown phases did not see the same level of antisocial behaviour in the park as occurred during the autumn and winter months. Continue to work with the London Borough of Newham enforcement team, police, schools liaison and SNT's Dog control orders in place.
Impact of Covid-19 on income generation and financial management	Working closely with Chamberlain 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.
Impact of Covid-19 on health and safety of visitors and staff	Public health and safety works continues. Staff are working an emergency roster. Staff deliver the four 'Es' and are working in partnership with other Local Authority officers and the MPS delivering Covid-19 advice. Staff continue to carry out weekly health and safety checks and these are recorded. Risk Assessments and Safe Systems of Work have been reviewed and shared with staff across the Division. Staff have access to Personal Protective Equipment (PPE) including masks, gloves and cleaning materials. Signage and social media is being used effectively to promote Covid-19 guidance and regulations.

Budget Reductions and Target Operating model implications	Budgets monitored and reprofiled monthly; non-essential works cancelled and focus on increasing income to offset budget reduction. Review of staffing structures likely in order to align with Target Operating Model.
Open Spaces workforce wellbeing	Covid-secure workplaces created, including additional sanitising, staggered start and break times, and additional PPE to help reassure staff. Additional contract support brought in to assist with additional user numbers. More frequent contact with team members including regular signposting to health & wellbeing materials and training through various media.

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.

Jamie Ingham Clark FCA  
Chairman of Finance Committee of  
The City of London Corporation

Jeremy Paul Mayhew MA MBA  
Deputy Chairman of Finance Committee  
of The City of London Corporation

Guildhall, London  
28 January 2022

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

## Opinion on the financial statements

In our opinion, the financial statements:

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

We have audited the financial statements of West Ham Park ("the Charity") for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

## 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Independence*

We remain independent of the Charity in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

## Conclusions related 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 is responsible for the other information. The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. The other information comprises: Origins of the charity; the Trustee's Annual Report section, which includes: Structure and governance, Achievements and performance, Financial review; the Trustee responsibilities; Reference and administration details. 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustee's Annual Report; or
- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of Trustee**

As explained more fully in the Trustee's responsibilities statement, the Trustee is 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 determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee is 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 intends to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

- We obtained an understanding of the legal and regulatory framework applicable to the Charity. We focused on those laws and regulations that had a direct effect on the financial statements or that had a fundamental effect on the operations of the Charity. The laws and regulations we considered in this context were United Kingdom Accounting Standards (Financial Reporting Standard 102), the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities (FRS 102), and the Charities Act 2011.
- We understood how the Charity is complying with those legal and regulatory frameworks, by making enquiries to management, and the Trustee, of known or suspected instances of non-compliance with laws and regulations. We corroborated our enquiries through our review of key committee board minutes.
- We reviewed the financial statement disclosures to assess compliance with the relevant laws and regulations discussed above. We remained alert to any indications of non-compliance throughout the audit.
- We assessed the susceptibility of the Charity's financial statements to material misstatement, including how fraud might occur, by discussing with management and the Trustee to understand where it is considered there was a susceptibility of fraud.
- We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements, and determined that the principal risks were related to the override of controls by management including posting of inappropriate journal entries, management bias in key accounting estimates, and the timing of income recognition.
- Audit procedures performed in response to the assessment above included: Enquiries of management; reviewing accounting estimates for bias and challenging assumptions made by management in their significant accounting estimates; Sample testing the recognition of income; Sample testing the appropriateness of journal entries.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further

removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

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

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the Charity's Trustee, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the Charity's 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.

BDO LLP, statutory auditor

London, UK

Date: 28 January 2022

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

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

# STATEMENT OF FINANCIAL ACTIVITIES

## FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2020/21 £	2019/20 £
<b>Income from:</b>					
Voluntary activities	2	-	256	<b>256</b>	2,413
Charitable activities	3	321,958	-	<b>321,958</b>	278,560
Grant from City of London Corporation	4	1,278,984	-	<b>1,278,984</b>	1,338,748
Investments	5	1,186	-	<b>1,186</b>	996
Other income	6	333	-	<b>333</b>	-
<b>Total income</b>		1,602,461	256	<b>1,602,717</b>	1,620,717
<b>Expenditure on:</b>					
Charitable activities:					
Maintenance and preservation of West Ham Park	7	1,612,456	-	<b>1,612,456</b>	1,630,712
<b>Total expenditure</b>		1,612,456	-	<b>1,612,456</b>	1,630,712
<b>Net (expenditure)/income and net movement in funds</b>		(9,995)	256	<b>(9,739)</b>	(9,995)
<b>Reconciliation of funds:</b>					
Total funds brought forward (as at 1 April 2020)	15	59,970	-	<b>59,970</b>	69,965
<b>Total funds carried forward</b>	15	49,975	256	<b>50,231</b>	59,970

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 20 to 31 form part of these financial statements.

**BALANCE SHEET****AS AT MARCH 2021**

	Notes	2021 Total £	2020 Total £
<b>Fixed assets:</b>			
Tangible assets	11	<b>49,975</b>	59,970
<b>Total fixed assets</b>		<b>49,975</b>	59,970
<b>Current assets:</b>			
Debtors	12	<b>36,765</b>	45,842
Cash at bank and in hand		<b>102,339</b>	171,640
<b>Total current assets</b>		<b>139,104</b>	217,482
<b>Creditors: Amounts falling due within one year</b>	13	<b>(138,848)</b>	(217,482)
<b>Net current assets</b>		<b>256</b>	-
<b>Total assets less current liabilities</b>		<b>50,231</b>	59,970
<b>The funds of the charity:</b>			
Restricted income funds	15	<b>256</b>	-
Unrestricted income funds	15	<b>49,975</b>	59,970
<b>Total funds</b>		<b>50,231</b>	59,970

The notes on pages 20 to 31 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

28 January 2022

# 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 financial position, including future income levels and planned expenditure and the liquidity of the charity in light of the ongoing economic impact of Covid-19 over the next 12-month period from these financial statements being signed. The team at West Ham Park have ensured that the site remained open and accessible throughout the Covid-19 pandemic. Given the impact of the COVID pandemic, sports income was anticipated to be lower than usual. In reality, there was a much greater demand for certain sports, notably tennis, which resulted in a much higher than anticipated level of income. Furthermore, the 5-yearly rent review for the Cedars site resulted in a significant increase in terms, providing a higher than anticipated level of rental income. 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 2021 which is publicly available at [www.cityoflondon.gov.uk](http://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. 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. From 2021/22,

the City Corporation, as Trustee, has taken a decision to seek reimbursement for the administration fees incurred from each of its charities.

### **(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 £918.2m as at 31 March 2021 (£630.4m as at 31 March 2020). 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 2019, using the projected unit method. The actuary will carry out the next assessment of the scheme as at 31 March 2022, which will set contributions for the period from 1 April 2022 to 31 March 2024. Contribution rates adopted for the financial years 2019/20, 2020/21 and 2021/22 have been set at 21% (2018/19: 21%).

### **(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.

### **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 from the year following that 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.

**2. INCOME FROM VOLUNTARY ACTIVITIES**

	Unrestricted funds	Restricted funds	<b>Total 2020/21</b>	Unrestricted funds	Restricted funds	Total 2019/20
	£	£	£	£	£	£
Grants	-	-	-	-	355	355
Donations and legacies	-	256	<b>256</b>	-	-	-
Contributions	-	-	-	2,058	-	2,058
<b>Total</b>	-	256	<b>256</b>	2,058	355	2,413

**3. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds <b>2020/21</b>	Unrestricted funds 2019/20
	£	£
Charges for use of facilities	<b>113,334</b>	101,255
Rental income	<b>208,624</b>	177,305
<b>Total</b>	<b>321,958</b>	278,560

**4. INCOME FROM THE CITY OF LONDON CORPORATION**

	Unrestricted funds <b>2020/21</b>	Unrestricted funds 2019/20
	£	£
Revenue and capital grants from City of London Corporation	<b>1,278,984</b>	1,338,748

**5. INCOME FROM INVESTMENTS**

	Unrestricted funds <b>2020/21</b>	Unrestricted funds 2019/20
	£	£
Bank interest	<b>1,186</b>	996

## 6. OTHER INCOME

	Unrestricted funds <b>2020/21</b> £	Unrestricted funds 2019/20 £
Other income	<u>333</u>	<u>-</u>

### 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. In the previous year a grant was received from Tesco Bags of Help (administered by Groundwork UK) to pay towards cost of a new path in the South Meadow project. Furthermore, there was a debit against grants of £645 from the Greater London Authority which relates to the reversal of an accrual from 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.

**Contributions** – there were no contributions received during the year. In the previous year the Friends of West Ham Park contributed toward cost of a water point in the Vegetable Garden.

**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 £333 through Learning Programme recharges (2020: £nil), 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 costs £	Support costs £	Total 2020/21 £	Direct costs £	Support costs £	Total 2019/20 £
Maintenance and preservation of West Ham Park	1,365,237	247,219	<b>1,612,456</b>	1,397,473	233,239	1,630,712
<b>Total</b>	<b>1,365,237</b>	<b>247,219</b>	<b>1,612,456</b>	<b>1,397,473</b>	<b>233,239</b>	<b>1,630,712</b>

### 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

BDO are the auditors of the City of London's City's Cash Fund and all of the different charities of which it is Trustee. The City of London Corporation charges the audit fee to its City's Cash Fund. From 2021/22, the City Corporation, as Trustee, has taken a decision to seek reimbursement for the audit fee incurred from each of its charities. In 2020/21 no audit fee was recharged (2019/20: £nil). No other services were provided to the charity by its auditors during the year (2019/20: £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 £	2020/21 £	2019/20 £
Department:				
Chamberlain	44,240	-	<b>44,240</b>	41,504
Comptroller & City Solicitor	-	-	-	-
Town Clerk	-	25,868	<b>25,868</b>	25,452
City Surveyor	78,539	-	<b>78,539</b>	84,632
Open Spaces directorate	34,893	-	<b>34,893</b>	27,948
Other governance & support costs	16,540	-	<b>16,540</b>	16,291
Digital Services	47,139	-	<b>47,139</b>	37,412
<b>Sub-total</b>	<b>221,351</b>	<b>25,868</b>	<b>247,219</b>	<b>233,239</b>
Reallocation of governance costs	25,868	(25,868)	-	-
<b>Total</b>	<b>247,219</b>	<b>-</b>	<b>247,219</b>	<b>233,239</b>

All support costs are undertaken from unrestricted funds. Governance costs (2019/20: £25,452) 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 17 (2019/20: 16).

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

### Details of staff costs

	2020/21	2019/20
	£	£
Salaries and wages	<b>548,248</b>	497,339
National Insurance costs	<b>50,430</b>	47,672
Employer's pension contributions	<b>104,451</b>	101,270
<b>Total emoluments of employees</b>	<b>703,129</b>	646,281

The number of directly charged employees whose emoluments (excluding employer's NI and pension contribution) for the year were over £60,000 was £nil (2019/20: £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 Open Spaces 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 £6,018 (2019/20: £5,126). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. No expenses were claimed in 2020/21 (2019/20: £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 Director of Open Spaces at the principal address as stated on page 32.

**11. TANGIBLE FIXED ASSETS**

	<b>Equipment</b>
	<b>£</b>
<b>Cost</b>	
At 1 April 2020	<b>146,828</b>
Additions	-
Disposals	-
<b>At 31 March 2021</b>	<b>146,828</b>
<b>Depreciation</b>	
At 1 April 2020	<b>86,858</b>
Charge for the year	<b>9,995</b>
Disposals	-
<b>At 31 March 2021</b>	<b>96,853</b>
<b>Net book value</b>	
<b>At 31 March 2021</b>	<b>49,975</b>
<b>At 31 March 2020</b>	<b>59,970</b>

**12. DEBTORS – AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021	2020
	£	£
Prepayments and accrued income	<b>8,125</b>	7,986
Recoverable VAT	<b>17,675</b>	18,592
Other Debtors	<b>10,965</b>	19,264
<b>Total</b>	<b>36,765</b>	45,842

Other debtors consist of sundry debtors of £10,740 (2019/20: £19,039) and rental debtors of £225 (2019/20: £225).

**13. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021	2020
	£	£
Trade creditors	<b>32,904</b>	6,922
Accruals	<b>54,575</b>	112,339
Deferred income	<b>40,825</b>	31,374
Other creditors	<b>10,544</b>	66,847
<b>Total</b>	<b>138,848</b>	217,482

Other creditors consist of sundry creditors of £10,397 (2019/20: £65,967) and sundry deposits of £147 (2019/20: £880).

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

	2021	2020
	£	£
<b>Deferred income analysis within creditors:</b>		
Balance at 1 April	31,374	31,395
Amounts released to income	(31,374)	(31,395)
Amounts deferred in the year	40,825	31,374
<b>Balance at 31 March</b>	<b>40,825</b>	<b>31,374</b>

#### 14. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2021	Unrestricted income funds			<b>Total at 31 March 2021</b>	Total at 31 March 2020
	General funds	Designated funds	Restricted funds		
	£	£	£		
Tangible assets	-	49,975	-	<b>49,975</b>	59,970
Current assets	138,848	-	256	<b>139,104</b>	217,482
Current liabilities	(138,848)	-	-	<b>(138,848)</b>	(217,482)
<b>Total</b>	-	49,975	256	<b>50,231</b>	59,970

At 31 March 2020	Unrestricted income funds			Total at 31 March 2020	Total at 31 March 2019
	General funds	Designated funds	Restricted funds		
	£	£	£		
Tangible assets	-	59,970	-	59,970	69,965
Current assets	217,482	-	-	217,482	96,905
Current liabilities	(217,482)	-	-	(217,482)	(96,905)
<b>Total</b>	-	59,970	-	59,970	69,965

**15. MOVEMENT IN FUNDS**

At 31 March 2021	Total as at 1 April 2020 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2021 £
Restricted funds:					
Campaign Donations	-	256	-	-	<b>256</b>
Total restricted funds	-	256	-	-	<b>256</b>
Unrestricted funds:					
General funds	-	1,602,461	(1,602,461)	-	-
Designated funds:					
Tangible fixed assets	59,970	-	(9,995)	-	<b>49,975</b>
Total designated funds	59,970	-	(9,995)	-	<b>49,975</b>
Total unrestricted funds	59,970	1,602,461	(1,612,456)	-	<b>49,975</b>
<b>Total funds</b>	<b>59,970</b>	<b>1,602,717</b>	<b>(1,612,456)</b>	<b>-</b>	<b>50,231</b>
At 31 March 2020	Total as at 1 April 2019 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2020 £
Restricted funds:					
Tesco Bags of Help (Groundwork UK)	-	1,000	(1,000)	-	-
South Meadow Improvement project	-	(645)	645	-	-
Total restricted funds	-	355	(355)	-	-
Unrestricted funds:					
General funds	-	1,620,362	(1,620,362)	-	-
Designated funds:					
Tangible fixed assets	69,965	-	(9,995)	-	59,970
West Ham Park Nursery	-	-	-	-	-
Total designated funds	69,965	-	(9,995)	-	59,970
Total unrestricted funds	69,965	1,620,362	(1,630,357)	-	59,970
Total funds	69,965	1,620,717	(1,630,712)	-	59,970

**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 £256 was received during the year (2019/20: £nil).

## 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 2021 the net book value of fixed assets relating to direct charitable purposes amounted to £49,975 (2019/20: £59,970).

## 16. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as describe on page 2. 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 7.

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](http://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	2020/21 £	2019/20 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	<b>1,278,984</b> <b>(nil)</b>	1,338,748 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		<b>247,219</b> <b>(nil)</b>	233,239 (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

**Treasurer**

Caroline Al-Beyerty - The Chamberlain & Chief Financial Officer of the City of London Corporation (appointed 1 May 2021)

Dr Peter Kane – The Chamberlain of the City of London Corporation (retired 30 April 2021)

**Solicitor**

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

**Open Spaces**

Colin BATTERY – Director of Open Spaces

**AUDITORS:**

BDO LLP, 55 Baker Street, London, W1U 7EU

**BANKERS:**

Lloyds Bank Plc., P.O.Box 72, Bailey Drive, Gillingham Business Park, Kent ME8 0LS

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

[PA-ChamberlainSecretariat@cityoflondon.gov.uk](mailto:PA-ChamberlainSecretariat@cityoflondon.gov.uk)

# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park Committee	7 July 2022
<b>Subject:</b> Revenue Outturn 2021/22 – West Ham Park	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 2, 3, 4, 5, 8, 11 &amp; 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>n/a</b>
<b>What is the source of Funding?</b>	<b>n/a</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>n/a</b>
<b>Report of:</b> The Chamberlain & the Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Beatrix Jako – Chamberlains Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2021/22 with the final agreed budget for the year. In total, there was a favourable budget position of £60,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	<b>Final Agreed Budget</b>	<b>Outturn</b>	<b>(Increase)/ Decrease</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Local Risk</b>			
Executive Director Environment	(701)	(628)	73
City Surveyor	(65)	(90)	(25)
<b>Total Local Risk</b>	<b>(766)</b>	<b>(718)</b>	<b>48</b>
<b>Cyclical Works Programme</b>	<b>(77)</b>	<b>(65)</b>	<b>12</b>
<b>Central Risk</b>	<b>(91)</b>	<b>(96)</b>	<b>(5)</b>
<b>Recharges</b>	<b>(308)</b>	<b>(303)</b>	<b>5</b>
<b>Total</b>	<b>(1,242)</b>	<b>(1,182)</b>	<b>60</b>

Significant variations are within the Executive Directors local risk, further detail can be found in paragraph 4a.

The Executive Director Environment had an overall local risk favourable variance of £73,000 (excluding City Surveyor) for activities overseen by your Committee. The Executive Director had net local risk underspendings totalling £1.444m on activities overseen by other Committees within her Departments remit

## **Recommendation(s)**

It is recommended that this revenue outturn report for 2021/22 is noted.

## **Main Report**

### **Budget Position for 2021/22**

1. The 2021/22 latest agreed budget for West Ham Park services overseen by your Committee (received in December 2021) was £1.152m. This budget was endorsed by the Court of Common Council in March 2022 and subsequently updated for approved adjustments of £90,000. These consisted of a £6,000 increase in local risk expenditure relating to the centrally funded apprentices budget, a £82,000 increase to the Supplementary Revenue Project budget under central risk relating to the West Ham Park Alternative Uses and to the West Ham Park Playground projects , and a £2,000 increase in recharges. Movement of the original local risk budget to the final agreed budget is provided in Appendix A.

### **Revenue Outturn 2021/22**

2. Actual net expenditure for your Committee's services during 2021/22 totalled £1.182m, a favourable budget variance of £60,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) are commented on.

**West Ham Park****Comparison of 2021/22 Revenue Outturn with Final Agreed Budget**

		Original Budget	Final Agreed Budget	Revenue Outturn	(Increase) Decrease	Reason Paragraph
		£000	£000	£000	£000	
<b>LOCAL RISK</b>						
<b>Executive Director Environment</b>						
<b>West Ham Park</b>	Expenditure	(946)	(1,022)	(913)	109	
	Income	321	321	285	(36)	
<b>Parks and Gardens (Rechargeables)</b>						
	Expenditure	-	-	(32)	(32)	
	Income	-	-	32	32	
<b>Executive Director Environment</b>	<b>Expenditure</b>	<b>(946)</b>	<b>(1,022)</b>	<b>(945)</b>	<b>77</b>	4a
<b>Executive Director Environment</b>	<b>Income</b>	<b>321</b>	<b>321</b>	<b>317</b>	<b>(4)</b>	
<b>Total Net Expenditure</b>		<b>(625)</b>	<b>(701)</b>	<b>(628)</b>	<b>73</b>	
<b>City Surveyor</b>						
City Surveyors Local Risk		(73)	(65)	(90)	(25)	
<b>Total City Surveyor Local Risk</b>		<b>(73)</b>	<b>(65)</b>	<b>(90)</b>	<b>(25)</b>	
<b>TOTAL LOCAL RISK</b>		<b>(698)</b>	<b>(766)</b>	<b>(718)</b>	<b>48</b>	
<b>Cyclical Works Programme</b>		<b>(151)</b>	<b>(77)</b>	<b>(65)</b>	<b>12</b>	
<b>CENTRAL RISK</b>						
West Ham Park		(9)	(91)	(96)	(5)	
<b>TOTAL CENTRAL RISK</b>		<b>(9)</b>	<b>(91)</b>	<b>(96)</b>	<b>(5)</b>	
<b>RECHARGES</b>						
Insurance		(19)	(19)	(17)	2	
Support Services		(85)	(102)	(107)	(5)	
Surveyor's Employee Recharge		(38)	(39)	(39)	-	
I.S. Recharge		(32)	(37)	(39)	(2)	
Recharges Within Fund (Directorate Democratic Core, and Learning)		(100)	(111)	(101)	10	
<b>TOTAL RECHARGES</b>		<b>(274)</b>	<b>(308)</b>	<b>(303)</b>	<b>5</b>	
<b>OVERALL TOTAL</b>		<b>(1,132)</b>	<b>(1,242)</b>	<b>(1,182)</b>	<b>60</b>	

## **Reasons for Significant Variations**

4. a) The £77,000 favourable variance within expenditure is mainly due to vacancies being held whilst the department went through the Target Operating Model (TOM).

## **Local Risk Carry Forward to 2022/23**

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources were for a planned purpose that was prevented from happening during the year. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Finance Committee and Resources Allocation Sub Committee. Any overspends are carried forward in full and are met from the agreed 2022/23 budgets.
6. The Executive Director Environment has a local risk underspending of £73,000 on the activities overseen by your Committee. The Executive Director had net local risk underspendings totalling £1.444m on activities overseen by other Committees within her Departments remit. The Director is proposing that her maximum eligible underspend of £500,000 be carried forward, none of which relates to activities overseen by your Committee.

## **Strategic Implications**

7. None

## **Financial Implications**

8. None

## **Resource Implications**

9. All financial implications contained within the report.

## **Legal Implications**

10. None.

## **Risk Implications**

11. None.

## **Equities Implications**

12. None.

## **Climate Implications**

13. None.

### **Security Implications**

14. None.

### **Conclusion**

15. This report presents the revenue outturn position for 2021/22 for Members to note.

### **Appendices**

- Appendix A – Movement between the Original 2021/22 budget and the 2021/22 Final Agreed budget

### **Beatrix Jako**

Acting Senior Accountant

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## Appendix A

### **Movement from the 2021/22 Original Budget to the 2021/22 Final Agreed Budget**

<b>West Ham Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(698)</b>
<b>Executive Director Environment</b>	
Apprentices – centrally funded	(6)
Pay increases at 1.525% for grades A-C	(4)
Allocation from the Directorate to fund various projects	(1)
Agreed carry forwards from 2020/21 to replace existing road sweeper that is end of life and is not ULEZ compliant	(65)
<b>City Surveyor</b>	
Planned & Reactive Works including Cleaning	8
<b>Final Agreed Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(766)</b>

# Agenda Item 8

<b>Committee(s):</b> Hampstead Heath, Highgate Wood and Queens Park Open Spaces and City Gardens West Ham Park Epping Forest and Commons	<b>Dated:</b> 15 June 2022 7 July 2022 7 July 2022 11 July 2022
<b>Subject:</b> Open Spaces Departmental Business Plan 2021/22 – Year End performance report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 3, 4, 5, 9, 10, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

This report provides Members with a review of the Open Spaces Department’s delivery of its 2021/22 Business Plan which was agreed by the Open Spaces and City Gardens Committee in December 2020. This report highlights the main achievements and progress that has been made against the Business Plan’s six major workstreams.

The report identifies the level of achievement against performance measures, recognising that in some instances it was impossible to set targets due to the changing opening restrictions required by Covid-19 regulations.

Financially, the services that fall within the remit of the Open Spaces Committees closely managed their budgets, such that at year end there was a 2% underspend against the net budget across City’s Cash and City’s Fund services that report through the various Open Spaces Committees.

With effect from 1 April 2022, the Open Spaces Department became the ‘Natural Environment Division’ of the new Environment Department. As this report relates to the 2021/22 financial year, it continues to refer to the ‘Open Spaces Department’. Future reports will fully reflect the new Department and Division names and structures.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Open Spaces and City Gardens Committee approved the [Departmental Business Plan 2021/22](#) on 2 December 2020.
2. The Department's Vision was: *to enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*
3. The Department's Business Plan identified six major workstreams for 2021-22:
  - I. Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure and increasing income.
  - II. Implement actions arising from the new Target Operating Model (TOM) and provide open and early communication to all employees.
  - III. Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
  - IV. Working with City Surveyors, progress future use of the nursery site at West Ham Park.
  - V. Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
  - VI. Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.
4. Updates on Business Plan performance in relation to services which sit outside the responsibility of Open Spaces Committees are reported separately.

### Current Position

5. The table below sets out the progress made against each of the above main workstreams. In addition, Appendix 1 lists some of the other key achievements across the service areas.

Workstream	Progress at end of 2021/22
Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.	<ul style="list-style-type: none"> <li>• City's Cash net budget was achieved.</li> <li>• City Gardens (City Fund) was unable to achieve its savings targets. As referenced at the start of financial year, their savings can only be achieved from implementation of the TOM which will not have an impact until 2022/23 at the earliest.</li> </ul>
Implement actions arising from the new Target Operating Model and provide open and early communication to	<ul style="list-style-type: none"> <li>• The TOM implementation across the Environment Department was completed to timetable with Establishment Committee approval in January and formal staff consultation undertaken in February.</li> <li>• Regular staff newsletters have been distributed and staff updated at team meetings.</li> </ul>

<p>all employees.</p>	<ul style="list-style-type: none"> <li>• A two phased approach to the TOM was agreed by Members. Changes were implemented in Phase 1 within The Commons and City Gardens.</li> </ul> <p>A review of structures and working practices across Epping Forest and North London divisions is currently underway as Phase 2, with proposals planned to be presented to Members by the end of the calendar year.</p>
<p>Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.</p>	<ul style="list-style-type: none"> <li>• Finsbury Circus – Tenders have been received and are being assessed and clarified. Site anticipated to be closed in July.</li> <li>• Tower Hill playground – Gateway 2 approval received (Nov 2021).</li> <li>• West Ham Park Playground – works successfully started on site in January and should be completed by July 2022, with the playground hopefully opening in time for the summer holidays.</li> <li>• Hampstead Heath ponds &amp; lido access and security improvements – Project has progressed to RIBA stage 2 and currently developing RIBA stage 3-4. Planning submission is planned for 27 May and works on site will commence in late 2022.</li> <li>• East Heath car park – Project completed.</li> <li>• ParkLife – Limited progress, update report for January Committee.</li> <li>• Carbon Removal (Climate Action Strategy) – Gateway 5 sign-off for first habitat creation site completed (Patmore’s wildflower meadow); consultants commenced a study to identify further opportunities for carbon sequestration throughout the Open Spaces; plan development and stakeholder engagement for the Copped Hall wood pasture restoration and creation project.</li> </ul>
<p>Working with City Surveyors, progress future use of the nursery site at West Ham Park.</p>	<ul style="list-style-type: none"> <li>• The project has continued to progress at pace this year, and in February Members voted in favour of their preferred developer, following a comprehensive tendering and evaluation exercise. A preferred developer has been selected. Officers and Members plan to work with the developer and engage the community to inform the design, both of the development itself and of the additional green space and facilities to be provided.</li> </ul>
<p>Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.</p>	<ul style="list-style-type: none"> <li>• West Ham Park - Only one vehicle in the fleet remains non-compliant.</li> <li>• Epping Forest - Vehicle replacement programme is underway, with a number of compliant vehicles received or on order.</li> <li>• North London Open Spaces - Procurement in place to replace non-compliant vehicles; some delays due to supply issues. Currently, seven compliant vehicles; four vans are still to be replaced.</li> <li>• City Gardens - Fleet is fully compliant.</li> <li>• The Commons - Compliant for occasional forays into the ULEZ</li> </ul>
<p>Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.</p>	<ul style="list-style-type: none"> <li>• Regular meetings held with partner organisations.</li> <li>• Biodiversity surveys of adjacent land are all complete, final reports received. Initial results indicate it is a very special area and could be an effective buffer to Burnham Beeches.</li> <li>• Additional £10,000 funding offered to the project by Buckinghamshire Council to progress financial options.</li> <li>• Conservation Management Plan ‘need’ identified by National Trust and Dorney Wood Trust as next priority to best link conservation</li> </ul>

	aims to CoL management of Burnham Beeches and ensure the project is 'grant application ready'.
--	--

### Key Data - Performance Measures

6. The Department identified fifteen performance measures to cover its range of services which are detailed in Appendix 2.
7. Due to Covid-19, it was not possible to set targets for all the measures as the impact of opening and closing restrictions was unclear for the year ahead. Some of the key achievements during 2021/22 are:
  - Retained all our Green Flag and Green Heritage Accreditations.
  - Coulsdon Common achieved Green Heritage Site Accreditation for the first time this year, upon first submission.
  - Exceeded the Corporate target (85%) for investigating health and safety accidents by 6% (achieved 91%).
  - Exceeded last year's tennis court bookings by 32%, with this year seeing 66,697 court hours booked.
  - Reduced our energy consumption.
  - Saw an increased number of visits to our website pages.
  - Continued to comment on local authority planning applications as reported regularly to Committees.

### Corporate & Strategic Implications

#### Strategic implications

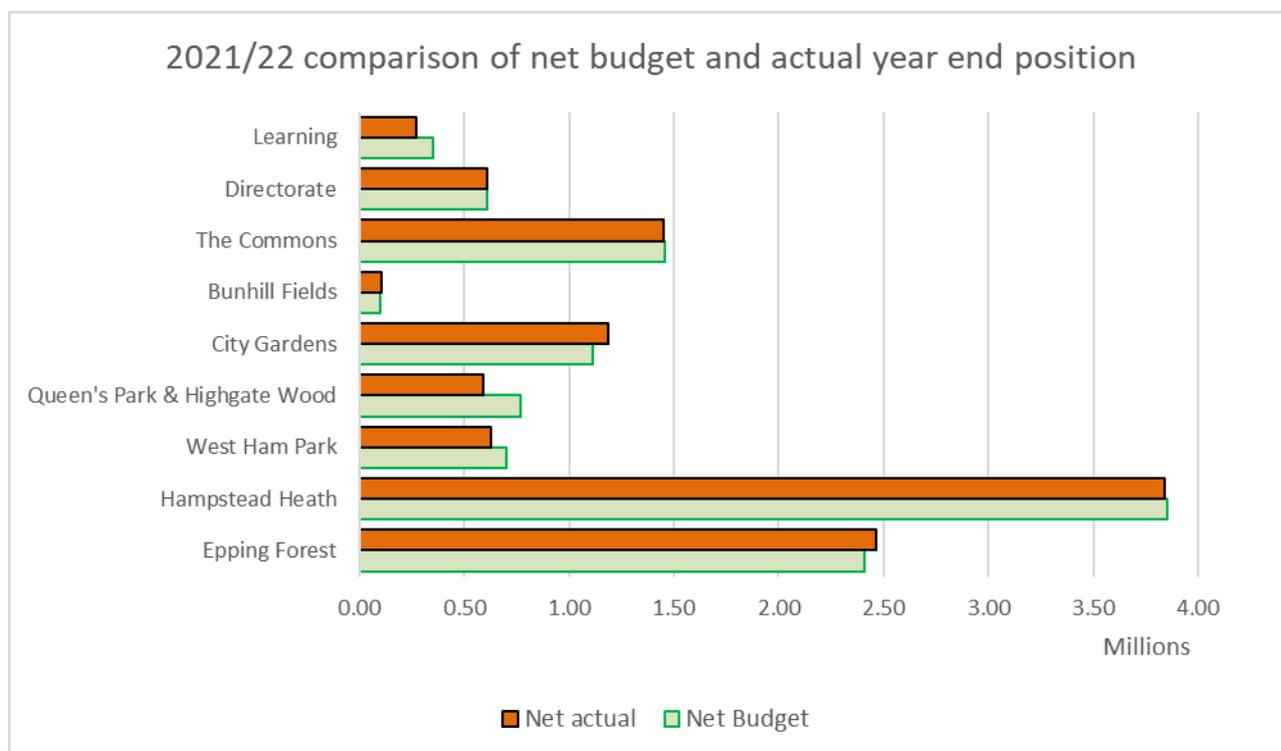
8. **The Corporate Plan** - The Open Spaces Department actively contributes to all three Corporate Plan 2018-23 aims:
  - Contribute to a flourishing society
  - Support a thriving economy
  - Shape outstanding environments
 and ten of its twelve outcomes.
9. **Corporate Strategies** - The activity undertaken to deliver the Business Plan also helps achieve the outcomes of a range of Corporate strategies including:
  - Responsible Business Strategy
  - Climate Action Strategy
  - Sport and Physical Activity Strategy
  - Transport Strategy
  - Education, Cultural and Creative Learning and Skills Strategy

#### Financial implications

10. In relation to the budgets that are relevant to the various Open Spaces Committees, the year-end position shows that there was a net underspend of £218k with actual net expenditure at £11,150,350 compared to a budget of £11,368,000.

11. The actual income achieved (£7,036,733) was slightly (£23k) below the budgeted income target (£7,060,000)

12. The graph below visually shows the budget and actual year end net expenditure positions.



13. **Donations** – In 2021/22, eleven donation campaigns were promoted across the open spaces, enabling the public to donate online via the site specific websites. A total of 202 donations were made which raised £25,172. As this funding has been specifically identified for the eleven campaigns, the money will be rolled over into 2022/23.

14. **Property** – One property, The Park View Bungalow within Epping Forest, had been previously declared surplus as part of the Operational Property Review. This property was disposed of and generated a capital receipt for the CoL of £171,500 during 2021/22.

15. More detailed information regarding the year-end outturn financial position for each Service Committee is provided in the separate Revenue Outturn reports from the Chamberlain’s Department.

16. **Capital Funding Requests** - The Chairs and Deputies of the various Open Spaces Committees prioritised proposals for three projects to be funded from capital. All three requests were approved by Court of Common Council in March:

- i. Hampstead Heath Athletics Track (£2m)
- ii. Epping Forest Path Restoration (£250k)
- iii. Queens Park Playground and Sandpit (£55k)

17. **Resource implications** – None

18. **Legal implications** – None

19. **Risk implications** – none

20. **Equalities implications** – none

21. **Climate implications** - A very brief update on the Carbon Removals project is provided at Paragraph 5.

22. **Security implications** – None

### **Conclusion**

23. During 2021/22, the Open Spaces Department continued to perform well both in terms of finances, achievement of performance targets and progress of its activities that help achieve the objectives and outcomes set out in the Business Plan.

### **Appendices**

Appendix 1 – Additional Achievements 2021/22

Appendix 2 – Performance Measures 2021/22

**Name:** Joanne Hill

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## Additional achievements 2021/22

### Additional achievements at City Gardens

- **Climate resilient planting** - Delivery of a trial climate resilient planting, sustainable scheme on the north side of the Thames, trialling new plants, planting mediums and mulches. The scheme has removed the automatic irrigation and is drought-tolerant, incorporating soil moisture monitors, with the aim of only carrying out targeted watering. This scheme was designed and delivered in whole by the City Gardens team.
- **Biodiversity Action Plan** – Following a public consultation process, a new Biodiversity Action Plan for the next four years has been published.

### Additional key achievements at West Ham Park

- **Sports Partnerships** - The charity has continued to work with sporting partners in order to maintain or increase active participation through sport at West Ham Park. Sporting partners include Capital Kids Cricket who were successful with City Bridge Trust funding 'Enjoying Green Spaces and the Natural Environment.' This funding has enabled the development of links with local people and West Ham Park through Cricket.
- **Learning in West Ham Park** - Despite the “stop/start” nature of lockdown regulations at the beginning of 2021/22, the departmental Learning Team continued to deliver quality learning materials for teachers, virtually or with socially-distanced sessions on site.

### Additional achievements at Hampstead Heath, Highgate Wood And Queen's Park

- **Events** - A programme of events to celebrate the 150<sup>th</sup> Anniversary of the passing of the Hampstead Heath Act (1871) was successfully delivered during 2021. The 2022 English cross country championship was successfully hosted at Parliament Hill in February 2022, the first large event following Covid-19 restrictions
- **Biodiversity Interpretation boards** - A new series of biodiversity boards for 2022, themed on Hampstead Heath as 'London's Wildest Place', has been created in partnership with the Heath and Hampstead society. The boards focus on the Heath's mosaic of habitats and their wildlife and how they have changed over time.
- **Covid-19 Impact Recovery Programme** – Works to address compaction and erosion continued during 2021/22. A number of veteran trees have been fenced to aid recovery.
- **Playground Improvements** – works at the Parliament Hill Adventure Playground and East Heath Playground have been completed and the playgrounds reopened.
- **Queen's Park Woodland Walk** – Gained local community backing from the Area Residents' Association which formed a working group to support the ongoing management and maintenance of the Woodland Walk. This supports the implementation of the Management Plan.

### **Additional achievements At Epping Forest**

- **Car Parking** - Charging phases one and two are complete, with charging introduced at 38 car parks during 2021.
- **Lodges** - Renovation of the lodge at Rangers Road is close to completion of an extensive overhaul to become a second holiday let, following the success of the first at Baldwins Hill. Other lodges are in the process of renovation to staff or domestic lets, depending on review during TOM.
- **Countryside Stewardship Scheme (CSS)** – A work programme has begun, including final stage procurement of several felling contracts, under 100% capital grant aid, for work across two years from 2021 to 2023.
- **New Cattle Grazing System** - New GPS-driven invisible fencing for cattle is proving successful. New areas for grazing are being considered following a successful trial at Wanstead Park.
- **ULEZ compliance** - A number of vehicles with much improved environmental performance have been sourced to achieve compliance with the recently extended ULEZ.

### **Additional achievements At The Commons**

- **Woodland Management Plans** - Two Woodland Management Plans (West Wickham Commons and Coulsdon Commons) were approved by the Forestry Commission in 2021.
- **Countryside Stewardship Scheme** – A grant application to the Rural Payments Agency (RPA) was confirmed in December 2021 for funding for the next five years of grassland habitat management plans. A similar grant application was confirmed in September 2021 at Ashted Common to cover 10 years of veteran tree and other habitat works.
- **Rental of vacant properties** -Two vacant properties were successfully let in 2021/22, one commercial and the other residential.
- **Kenley Revival Project** - Concluded the final elements of the Kenley Revival Project, which was funded by the National Lottery Heritage Fund, and resolved conservation issues with the built heritage assets and signage.
- **Protection of Burnham Beeches and Stoke Common from Impact of development** - Worked closely with Buckinghamshire Council and Natural England to enforce the mitigation strategy to prevent damage from recreation pressure which includes no additional dwellings within 500m of Burnham Beeches SAC.
- **Veteran Trees** – 67 ancient trees were worked on, and around, as per the 10-year work programme. Squirrel control continued to ensure reduction in damage on old pollards which are the most important habitat feature at Burnham Beeches and of international significance. 31 veteran trees were worked on at Ashted Common as per the 10-year work programme.
- **Pond Dam Wall repairs** – Repairs were undertaken to a leaking dam wall of one of the ponds at Burnham Beeches. The repair work was completed in March 2022.

## Performance measures 2021/22

	Performance Measure Description	2021/22 Target (annual)		2021/22 Actual (annual)
1	Green Heritage Site Accreditation	Retain 13 Awards		Achieved 14 Awards (including the Cemetery & Crematorium)  New accreditation for Coulsdon Common
2	Green Flag Awards	Retain 15 Awards		Achieved 15 Awards (including the Cemetery & Crematorium)
3	Improving the condition of our Sites of Special Scientific Interest	All SSSI's that are re-assessed by Natural England are rated as being in 'favourable' or 'unfavourable recovering' condition.		SSSI's have not been re-assessed by Natural England
4	Reducing our environmental footprint	Reduction in utilities, increase in generated electricity in comparison to 2020.		Electricity consumption: 11.13% reduction Gas consumption: 7.8% reduction Electricity generation: 1.98% increase
6	Active management of our ancient trees as part of the Stewardship Schemes at Epping Forest and Burnham Beeches.	Epping Forest: 354 Burnham Beeches: 67 Ashtead Common: 31		Epping Forest: 320 Burnham Beeches: 59 Ashtead Common: 31
7	The number of 'visitors' to the Open Spaces webpages.	Increase on 2020/21 actual (806,000)		954,063
8	Volunteer programme measures	The number of directly supervised volunteer work hours.	No target set as changing impacts of Covid-19 restrictions	15,161
		The number of indirectly supervised volunteer work hours.		13,113
		The number of unsupervised volunteer work hours.		7,173

## Appendix 2

	Performance Measure Description	2021/22 Target (annual)		2021/22 Actual (annual)
9	Learning & volunteer programme measures	Increase in positive and very positive responses to the 'learning impacts'.		7% increase in feelings of connection to nature. 92% participants felt connected or very connected to nature after taking part.
10	Increase the number of visits to our heritage visitor attractions (this includes Monument, Keats House, The Queens Hunting Lodge hub and The Temple)	No target set due to Covid-19 risk assessments limiting number of visitors.		Keats House: 2,575 (Reduced opening. House visitors only) Queen's Hunting Lodge hub: 17,737 Total: 20,312
11	Increase the number of hours of tennis court usage	Maintain the number of visits achieved in 2020/21 (50,663).		WHP: 23,610 Parliament Hill: 22,075 Golders Hill Park: 8,131 Queen's Park: 12,881 Total: 66,697
12	Average number of days per FTE short term sickness	3.00		0.23 average April to July.  Not available from August onwards as amalgamated into Environment Department data only
13	Health and safety accident investigations	85% Corporate target		91%
14	Open Spaces Department (all) Net expenditure (OS Director local risk only) for Open Spaces Committees only.	£11,368,000		£11,150,350
15	Open Spaces Department (all) Income generated (OS Director local risk) for Open Spaces Committees only	£7,060,000		£7,036,733

# Agenda Item 9

<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee West Ham Park Committee	7 July 2022 7 July 2022
<b>Subject:</b> Risk Management Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 5, 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with assurance that risk management procedures in place within the Environment Department are satisfactory and that they 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.

Under the Corporation's new Target Operating Model, with effect from 1 April 2022, the former Open Spaces Department became the Natural Environment Division of the new Environment Department. City Gardens has transferred to the City Operations Division, alongside the Cleansing and Highways services, and West Ham Park is now part of the North London Open Spaces. Each charity now has its own risk register.

A full review of risks and related processes is being undertaken to reassess and refine the risks and ensure a compliant, consistent approach to risk management is implemented across the Department and across each charity. The outcome of this review will be reflected in a report to your Committee in October 2022 which will include detailed risk registers.

## Recommendation

Members are asked to:

- Note the content of this report and the action being taken to effectively manage risks, including the ongoing review of risks and risk management processes across the Environment Department.

## **Main Report**

### **Background**

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee on the risks faced by their department.
2. Risk owners are consulted, and risks are routinely reviewed, with the updates recorded in the corporate risk management information system (Pentana).
3. 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. Each Committee to which the Natural Environment Division reports is presented with relevant risk registers three times per year to fulfil this requirement.

### **Current Position**

4. Under the City's new Target Operating Model, with effect from 1 April 2022, the former Open Spaces Department became the Natural Environment Division of the new Environment Department. The former Parks and Gardens operational group has been disbanded: City Gardens has transferred to the City Operations Division, alongside the Cleansing and Highways services, and West Ham Park is now part of the North London Open Spaces.
5. All of the Environment Department's risks have been recoded and reorganised to reflect the new departmental and divisional names and structures. Risks which were formerly categorised as Open Spaces departmental risks are currently referred to as cross-divisional risks of the Natural Environment Division.
6. Natural Environment service level risks have been separated by charity, rather than being by operational groupings. As a result, there are now separate risk registers for West Ham Park and City Gardens instead of one combined register.
7. It is of upmost importance that clear, consistent and compliant risk management processes are in place across the Environment Department and across each charity. In order to ensure this, a full review of all risks and risk management processes is being undertaken and will be complete by September 2022.
8. While the review is underway, the Executive Director assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.

9. The outcome of the review will be reflected in a full risk management update report to your Committee in October 2022 which will include detailed risk registers.
10. In the meantime, this report contains a summary of the current cross-divisional risks of the Natural Environment Division and those held by City Gardens and West Ham Park. For each risk, officers across the division are undertaking a range of actions to mitigate the effects at their own sites.

### **Natural Environment Cross-Divisional Risks**

11. The Natural Environment's Cross-Divisional Risk Register contains seven RED and two AMBER risks.
  - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
  - **ENV-NE 003:** Repair and maintenance of buildings and structural assets (RED, 24)
  - **ENV-NE 006:** Maintaining the City's water bodies (RED, 24)
  - **ENV-NE 001:** Health and safety (RED, 16)
  - **ENV-NE 004:** Pests and diseases (RED, 16)
  - **ENV-NE 009:** Budget reduction and income loss (RED, 16)
  - **ENV-NE 008:** Accelerated long-term damage to sites (RED, 16)
  - **ENV-NE 005:** Impact of development (AMBER, 12)
  - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)

### **City Gardens Risks**

12. The City Gardens Risk Register contains one RED and five AMBER risks as listed below. Please note that the risk code prefix denotes that City Gardens are now part of the Gardens and Cleansing section of the City Operations (CO) Division.
  - **ENV-CO-GC 010:** Finance – budget reduction implications (RED, 16)
  - **ENV-CO-GC 011:** Tree diseases and other pests (AMBER 12)
  - **ENV-CO-GC 090:** Increase in health and safety incidents/catastrophic health and safety failure (AMBER, 8)
  - **ENV-CO-GC 013:** Major incident resulting in prolonged 'access denial' (AMBER, 8)
  - **ENV-CO-GC 014:** Ultra-Low Emissions Zone (AMBER, 8)
  - **ENV-CO-GC 012:** Climate and weather (AMBER, 6)

### **West Ham Park Risks**

13. The West Ham Park Risk Register contains two RED and seven AMBER risks.
  - **ENV-NE-WH 004:** Finance – budget reduction implications (RED 16)
  - **ENV-NE-WH 011:** Maintenance of buildings, memorials, play areas and equipment (RED 16)

- **ENV-NE-WH 005:** Tree diseases and other pests (AMBER 12)
- **ENV-NE-WH 003:** Increase in health and safety incidents/catastrophic health and safety failure (AMBER 8)
- **ENV-NE-WH 007:** Major incident resulting in prolonged 'access denial' (AMBER 8)
- **ENV-NE-WH 008:** Ultra-Low Emissions Zone (AMBER 8)
- **ENV-NE-WH 010:** Population increase (residential and worker) (AMBER 12)
- **ENV-NE-WH 006:** Climate and weather (AMBER 6)
- **ENV-NE-WH 009:** Public behaviour (AMBER 6)

14. Detailed risk registers will be presented to your Committee in October 2022.
15. The Epping Forest and Commons Committee; Hampstead Heath, Highgate Woods and Queen's Park Committee; and Culture, Heritage and Libraries Committees will receive updates on the risks of their relevant charities in separate reports.

### **Risk Management Process**

16. Risk Management is a standing agenda item at the regular meetings of each Division's Senior Management Team and the Environment Department's Senior Leadership Team.
17. Between Management Team meetings, risks are reviewed in consultation with risk and control owners, and updates are recorded in the corporate risk management information system (Pentana).
18. 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.
19. Following the recent formation of the new Environment Department, a full review of risks and related processes is being undertaken to reassess and refine the risks and ensure a compliant, consistent approach to risk management is implemented across the Department and across each charity.

### **Identification of New Risks**

20. New and emerging risks are identified through a number of channels, the main being:
  - 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.

- The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.

## **Corporate & Strategic Implications**

**Strategic implications:** 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.

**Financial implications:** None

**Resource implications:** None

**Legal implications:** None

**Risk implications:** 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.

**Equalities implications:** There are no proposals in this report that would have an impact on people protected by existing equality legislation.

**Climate implications:** None

**Security implications:** None

## **Conclusion**

21. Members are asked to note that risk management processes within the Environment Department adhere to the requirements of the City Corporation's Risk Management Framework and the Charities Act 2011. Risks identified within the operational and strategic responsibilities of each area of service are proactively managed. This report meets the requirements of the Charity Commission.

## **Appendices**

- Appendix 1 – City of London Corporation Risk Matrix

## **Contact**

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

### (C) Risk scoring grid

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

### (D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	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

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