



## West Ham Park Committee

**Date:** MONDAY, 10 JULY 2023

**Time:** 11.30 am (or upon the rising of the Natural Environment Board meeting, whichever is later)

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

**Members:**

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

**Enquiries:** Blair Stringman  
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council 27 April 2023 appointing the Committee and setting its Terms of Reference.

**For Information**  
(Pages 5 - 6)

4. **ELECTION OF CHAIRMAN**

The Committee are invited to elect a Chairman in accordance with Standing Order 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee are invited to elect a Deputy Chairman in accordance with Standing Order 30.

**For Decision**

6. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 13 February 2023.

**For Decision**  
(Pages 7 - 12)

7. **ASSISTANT DIRECTORS UPDATE**

Report of Executive Director, Environment.

**For Information**  
(Pages 13 - 20)

8. **OPEN SPACES BUSINESS PLAN 2022/23 - YEAR END PERFORMANCE REPORT**

Report of Executive Director, Environment.

**For Information**  
(Pages 21 - 28)

9. **REVENUE OUTTURN 2022/23 - WEST HAM PARK**

Joint report of Chamberlain and Executive Director, Environment.

**For Information**  
(Pages 29 - 34)

10. **WEST HAM PARK TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

Joint report of Chamberlain and Executive Director, Environment.

**For Information**  
(Pages 35 - 70)

11. **RISK MANAGEMENT UPDATE REPORT**

Report of Executive Director Environment.

**For Decision**  
(Pages 71 - 88)

12. **SENIOR OFFICER RECRUITMENT**

Report of Executive Director, Environment.

**For Information**  
(Pages 89 - 90)

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

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

15. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds 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**

16. **MINUTES**

To agree the minutes of the previous meeting held on 13 February 2023.

**For Decision**  
(Pages 91 - 92)

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

Joint report of Managing Director Bridge House Estates and Natural Environment  
Director.

**For Decision**  
(Pages 93 - 104)

18. **HISTORICAL INCOME REPORT (2017/18-2023/24) FOR WEST HAM PARK.**

Report of Executive Director, Environment.

**For Information**  
(Pages 105 - 116)

19. **PROJECT UPDATE**

Executive Director, Environment to be heard.

**For Information**

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

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

LYONS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 <sup>th</sup> April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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## WEST HAM PARK COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment; the membership to be the same as the Open Spaces & City Gardens Committee.
- plus the following:-
  - four representatives nominated by the Heirs-at-Law of the late John Gurney
  - one representative nominated by the Parish of West Ham
  - two representatives nominated by the London Borough of Newham

### 2. **Quorum**

The quorum consists of any five Members.

### 3. **Membership 2023/24**

- 7 (4) Oliver Sells, K.C.
- 3 (3) Andrew Stratton McMurtrie, J.P.
- 2 (2) Ian Luder, Alderman *for a three-year term*
- 2 (2) Graeme Doshi-Smith, Deputy *for a three-year term*
- 2 (2) Benjamin Murphy
- 2 (2) Catherine McGuinness, C.B.E.
- 6 (1) Caroline Wilma Haines
- 13 (1) Wendy Mead, O.B.E.

together with the ex-officio Members referred to in paragraph 1 above and:-

Four representatives appointed by the heirs-at-law of the late John Gurney:-

- Catherine Bickmore
- Rafe Courage
- Richard Gurney (Heir-at-Law)
- Justin Meath-Baker

One representative appointed by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- Rev Simon Nicholls

Two representatives appointed by the London Borough of Newham

- Councillor Joy Laguda
- Councillor John Whitworth

### 4. **Terms of Reference**

To:-

- (a) have regard to the overall policy laid down by the Natural Environment Board.
- (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874.
- (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.
- (d) express views or make recommendations to the Natural Environment Board for that Committee's allocation of grants which relate to West Ham Park.

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**WEST HAM PARK COMMITTEE**  
**Monday, 13 February 2023**

Minutes of the meeting of the West Ham Park Committee held at Committee Room -  
2nd Floor West Wing, Guildhall on Monday, 13 February 2023 at 11.30 am

**Present**

**Members:**

Caroline Haines (Chair)  
Andrew McMurtrie (Deputy Chairman)  
James Bromiley-Davis  
Alderman Ian David Luder  
Wendy Mead  
Catherine Bickmore  
Councillor Joy Laguda MBE  
Councillor John Whitworth

**In attendance:**

Benjamin Murphy  
Oliver Sells KC

**Officers:**

Sally Agass	- Environment Department
Chloe Ainsworth	- Town Clerk's Department
Declan Gallagher	- Environment Department
Simon Glynn	- Environment Department
Stefania Horne	- Environment Department
Ricky O'Garro	- Environment Department
Simon Owen	- Chamberlain's Department
Edward Wood	- Comptroller and City Solicitor's Department

**1. APOLOGIES**

Apologies for absence were received from Deputy Graeme Doshi-Smith, Richard Gurney, Justin Meath-Baker and Reverend Simon Nicholls.

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

There were no declarations.

**3. MINUTES**

**RESOLVED** – The public minutes and non-public summary of the meeting held on 5 December 2022 were approved as a correct record.

**4. WELCOME TO NEW MEMBER**

The Chair introduced Mr James Bromiley-Davis who had been elected to the Committee by the Court of Common Council.

5. **ASSISTANT DIRECTOR'S REPORT**

The Committee received a report of the Executive Director Environment updating Members on management and operational activities at West Ham Park since December.

Members were informed that 21 March 2023 was the provisional date for the Queen's Green Canopy planting event.

In response to a query, Members were informed that West Ham Park would charge 25 pounds per person for corporate events.

In response to another query, Members were informed that West Ham Park utilises 275,000 volunteer hours and that without this assistance, the park would have substantially more outgoings. Members were informed that the park's team were ensuring that vacancies were covered through fixed term contracts. It was noted that the team was stretched, but managing operations well.

A Member suggested utilising corporate volunteering events such as City Giving Day and the Big Help Out. It was noted that Officers were exploring the volunteering opportunities that the Coronation would provide.

The Chair indicated that it would be useful to the Committee to have data feedback on the park's volunteers. Members were informed that staff had plans to investigate digitalising and monitoring the usage of West Ham Park. Members agreed that data would assist the team to be specific when targeting particular users.

**RESOLVED** – That the report be noted.

6. **RISK MANAGEMENT UPDATE**

The Committee considered a report of the Executive Director Environment providing it with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which includes West Ham Park, are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

The Committee discussed including an additional risk in relation to gang crime, which is prevalent in the geographical location of West Ham Park. A Member stated that residents nearby to the park had complained about antisocial behaviour in the previous 18 months and that he had met with the park's operational team to develop some action points to address this. The Chair stated that it would be useful for the Committee to receive a report on this topic.

In response to a query from a Member, the Committee was informed that the risk relating to asset management covers all of the Environment Department assets and highlights the restrictions on utilising buildings from a charity perspective. It was noted that it is the role of the City Surveyors to review the buildings.



The Committee discussed the layout of the risk register template with some Members being of the view that it was not user-friendly. A Member stated that the Committee only needs to receive a detailed risk register once a year and that the regular reports could simply set out the risks which have changed ratings.

**RESOLVED** - That Members agree to confirm, on behalf of the City Corporation as Trustee, the register appended to this report satisfactorily sets out the key risks to the charity and that appropriate systems are in place to identify and mitigate risks.

7. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023-24**

The Committee received a report of the Executive Director Environment presenting the high-level business plan for the Environment Department for 2023 and 24.

A Member queried if the Environment Department had been working with Newham based businesses and colleges to recruit staff. Members were informed that candidates for fixed term contracts were sourced through a recruitment company and that job vacancies were included in local media.

**RESOLVED** – That the report be noted.

8. **WEST HAM PARK FEES AND CHARGES (2023-24)**

The Committee considered a report of the Executive Director Environment setting out the proposed fees and charges for a range of sports and services provided at West Ham Park for 2023 to 24.

A Member stated that where it can the City Corporation should try and increase fees to create revenue for the maintenance of the park. Members were informed that a review into the usage of the sports provision at the park and the impact of increasing charges was required. It was noted that the Environment Department did not currently have the resources to complete such a review, but would look to undertake this piece of work in 2024.

**RESOLVED** – That Members agree the proposed fees and charges for 2023-24, as set out in paragraphs 4-6 and appendix 1 of this report.

9. **FINANCE PROGRESS REPORT**

The Committee received a report of the Chamberlain updating it on the operational finance position as @ period 9 (April - December) 2022/23 for West Ham Parks local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. The report also provided additional information on the various reserve funds and endowment balances held and other relevant finance information which fall within the remit of the West Ham Park Committee.

In response to a query, Members were informed that the operational property budget was held by the City Surveyors.

**RESOLVED** – That the report be noted.

**10. DIRECTOR'S REPORT**

The Committee received a report of the Executive Director Environment providing an update on matters relating to the work of the Natural Environment Division of the Environment Department since the last Committee meeting in December 2022.

Members were informed that the byelaws work had been paused as the Environment Department did not have the resources to progress this.

It was noted that the workshop taking place in February was for staff of the City Corporation.

**RESOLVED** – That the report be noted.

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

There were no questions.

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

There was no urgent business.

**13. 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 as follows:-

Item	Paragraph
14,15,16	3

**14. NON-PUBLIC MINUTES**

**RESOLVED** - The non-public minutes of the meeting held on 5 December 2022 were approved as a correct record.

**15. NURSERY SITE UPDATE**

The Committee received a verbal update of the Executive Director Environment about the nursery site.

**RESOLVED** – That the update be noted.

**16. TARGET OPERATING MODEL UPDATE**

The Committee received a verbal update of the Executive Director Environment on the target operating model (TOM).

Members were informed that the team had visited each environment site to keep staff updated of the proposed changes. Members were also informed that

the unions had been granted an extra fortnight for the consultation period until 13 March, which did not impact on the overall timetable.

**RESOLVED** – That the update be noted.

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

There were no questions.

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

There was no urgent business.

**19. CONFIDENTIAL MINUTES**

**RESOLVED** - The confidential minutes of the meeting held on 5 December 2022 were approved as a correct record.

**The meeting ended at 1.10 pm**

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Chairman

**Contact Officer: Chloe Ainsworth**  
**Chloe.Ainsworth@cityoflondon.gov.uk**

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<b>Committee</b>	<b>Dated:</b>
West Ham Park Committee	10 July 2023
<b>Subject:</b> Assistant Directors 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, 5, 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 May 2023. The funding for the work stated is met through the West Ham Park local risk budget (City's Cash).

## Recommendation

Members are asked to:

- Note the content of the report.

## Main Report

### Nature recovery and Park management

1. The park team are currently working closely the NLOS tree team to improve the tree maintenance in West Ham Park. Training will be given, over the next few weeks to several park staff on the Tree Plotter application that helps track tree health and maintenance of the parks tree stock.
2. The park will be judged for London in Bloom on 23 June where assessors will see first-hand the wonderful ornamental gardens. Opposite the Japanese Acer bed new planting with shrubs native to the far-east is making gardens more sustainable and drought tolerant.
3. An annual plan was developed in line with the strategic priorities identified for the Natural Environment Division (Appendix 1).

## **Friends of West Ham Park (FoWHP)**

4. The Friends assisted the keepers in maintaining the wildlife garden on Sunday 26th March 2023. A cornflower meadow has been planted on the mound within the wildlife garden to encourage more insects and birds into the area. This will also be great for the school groups to conduct insect sweeps and investigate which insects are commonly found around the flowers. Other maintenance items like removing the pond net and cutting back ivy were carried out on the day.
5. The Vegetable Garden team have had several new recruits who have been eagerly digging over beds and digging in manure to support the growth of vegetables over the coming months. On 6 May, The Friends of West Ham Park Held a “Create your own five a day fruit and vegetable crown” event funded by Newham Council’s King Coronation Grant. Over 150 children participated in the event.

## **Sport and physical activity**

6. The keepers and gardeners have been busy with spring jobs including turf management/grass cutting, strimming, pruning, and marking and preparation of the cricket square. After the Easter holidays, the 400m running track will be marked out for athletics training and sports days.
7. The City of London is preparing a Sport and Engagement Strategy for the Square Mile and the Natural Environment Division is preparing a complementary Sports Strategy which will align its strategic approach to sport and participation and will help maximise opportunities to develop sport facilities and increase participation at CoL sites.

## **Events and engagement**

8. On 21 March, a *Sequoiadendron giganteum* (giant redwood) was planted on the front lawn of the Ornamental Gardens as part of the Queen’s Green Canopy campaign. The planting was assisted by pupils from Park Primary School. The day concluded with the official opening of the refurbished playground. The Fothergill story panel that is situated by the ship was unveiled by the Friends of West Ham Park.
9. A Fairground ran from 11 May to 14 May and was very well attended. The HAFs community Fair is planned for 14-16 July.
10. Since the new year, the Park has hosted volunteering days with three companies over five days. The companies were the Dual Group, Lexis Nexis and two days with the FCA. Tasks included weeding and planting in the playground, mulching, pruning and hedge planting in the Linden wildlife garden, and general maintenance in the wildlife education area. The groups were able to support the Park with nearly 400 hours of volunteer time. All groups enjoyed their experiences in the Park and are looking forward to their next sessions later in the year.
11. Five drawing courses for adults are being organised during June and July where keen artists draw and paints flowers, plants and landscapes from our beautiful garden. As part of the “From the Ground Up” community project, funded by City

Bridge Trust and to be launched on 22 July, QR codes will be positioned in key areas of the gardens to share images from nature. The photos were taken by vulnerable adults who engaged in garden activities and were taught about creative photography.

## **Learning programme**

12. The learning programme continues to be strong with hundreds of children involved in activities in the Park.
13. Despite teacher strikes and bad weather, during March, 5 sessions were held with 135 children, as well as 7 Nature Learning sessions with 43 children.
14. In April, sessions for Newham Young Carers and Capital Kids Cricket were delivered, including sessions during the Easter holidays (10 sessions with 30 children per session).
15. 17 sessions were delivered during May, with a further 40 sessions booked for the summer months.
16. In addition to organised sessions, there are 5 local schools / nurseries that use the teaching gardens on a regular basis every week.

## **Corporate and Strategic Implications**

### Strategic Implications

17. The works and activities outlined in this report contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

### Financial Implications

18. N/A.

### Legal Implications

19. N/A.

### Risk Implications

20. Risks are recorded and monitored via the Departmental Risk Register.

### Equality Implications

21. N/A

### Climate Implications

22. The City of London Corporation has a Climate Action Strategy which seeks to achieve Net Zero by 2037. There will be a range of measures implemented to realise this including increasing carbon sequestration and storage across the Open Spaces alongside biodiversity enhancement and resilience measures including relaxing grass cutting regimes and hedge planting.

## **Conclusion**

23. The Park is proving to be a great asset for community participation with successful engagements of businesses and schools. The Friends of West Ham Park continue to be a key partner to keep the Park well managed and to involve the local communities. Staff are remaining engaged in the implementation of the wider Natural Environment strategic framework which includes nature recovery and community engagement.

### **Ricky O'Garro**

Acting Supervisor, Environment Department

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## Nature Recovery & Heritage

Location	Details of Proposed Work: April 2023 - March 2024	Area of responsibility
All sites	Implement relaxed mowing regimes	Conservation & Local Team
All Sites	Develop a plan for Veteran Tree protection	Tree Team
WHP	Increase <i>planting and weather resilient</i> planting to encourage bio-diversity and respond to climate change	Conservation & Local Teams and friends of Park
All sites	Refresh the 2022 Tree Database	Tree Team
All sites	Work with Butterfly Conservation to increase biodiversity, particularly looking at invetebrates	Conservation & Local Team
All Sites	Identify priority projects with potential for bio-diversity	Conservation and Friends of Park
WHP	Implement wildlife surveys to gather more knowledge of local biodiversity, particularly birds	Friends of Park

## Community Engagement & Sports

Location	Details of Proposed Work: April 2022 - March 2023	Area of responsibility
<b>WHP</b>	Continue to work with the friends of Park to increase awareness through volunteering	Friends of Park
<b>All Sites</b>	Develop a series of Walks. Walking routes and information available on the website to encourage participation and wellbeing	Friends of park/local team
<b>All Sites</b>	Work in partnership with local friends groups and local charities etc. to support community events	Local Teams & Events
<b>All Sites</b>	Continue to develop the Corporate volunteering programme	Local Teams
<b>WHP</b>	Support the Friends of Park in developing and implementing community events	Events/local teams
<b>All Sites</b>	Conduct user and visitor survey	Local Teams & Communications
<b>HH, HW and WHP</b>	Implement the Cricket improvement projects	Local Teams
<b>WHP</b>	Work with the learning team and the friends of park to strengthen and support educational programmes	Learning team/friends of park
<b>WHP</b>	Continue to develop and manage the wildlife education garden as a key community asset	
<b>All Sites</b>	Review Tennis provision including the possibility of introducing paddle ball	Local Team & Development
<b>WHP</b>	Planning celebrations for the 150 <sup>th</sup> anniversary of West Ham Park	Local Teams & Events
<b>All Sites</b>	Maximize opportunities for external funding, including sport facilities and other facilities	Development

### **Visitor management**

<b>Location</b>	<b>Details of Proposed Work: April 2022 - March 2023</b>	<b>Area of responsibility</b>
<b>All Sites</b>	Improve visitor usage data capture	Development
<b>All Sites</b>	Review events policy and events programme	Events
<b>All Sites</b>	Continue to engage with visitors in relation to behaviors	Enforcement & Local Teams
<b>All Sites</b>	Review of CRM and booking systems	Development

### Infrastructure and Sustainability

Location	Details of Proposed Work: April 2022 - March 2023	Area of responsibility
<b>WHP</b>	Develop a West Ham Park Vision	Development & Local Team
<b>All Sites</b>	Develop a funding raising plan for NLOS, including sponsorship/donations and Licenses	Development
<b>WHP</b>	Review the use of the ball games area near cricket pitch to and identify alternative uses, including a possible table tennis facility	Local team
<b>All Sites</b>	Implement Ranger maintenance work programme – Bollards, paths, benches, bins, pathways, etc	Operations & Local Teams
<b>All Sites</b>	Contribute to the development and implementation of an overarching Sports Strategy for the Natural Environment	Development & Local Team
<b>All Sites</b>	Review Playground provision and implement improvements as identified	Development & Local Team
<b>All Sites</b>	Develop beneficial relationships with Horticultural education providers	Operations

<b>Committee(s)</b>	<b>Dated:</b>
Natural Environment Board	10 July 2023
West Ham Park Committee	10 July 2023
Epping Forest and Commons Committee	13 July 2023
Hampstead Heath, Highgate Wood and Queens Park Committee	17 July 2023
<b>Subject:</b> Open Spaces Business Plan 2022/23 – 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>	Outcomes: 2, 3, 5, 10, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>Report of:</b> 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 delivery of the 2022/23 high-level Open Spaces Business Plan which was approved by the Open Spaces and City Gardens Committee in December 2021. As the 2022/23 Business Plan was written prior to the formation of the new Environment Department, it referred to the ‘Natural Environment Division’ as ‘Open Spaces’.

The Business Plan set out the major workstreams and key performance indicators (KPIs) for 2022/23. This report summarises the progress made against those workstreams and performance indicators.

An update on the end-of-year financial position is provided in the separate Chamberlain’s Revenue Outturn Report also presented to this Committee.

## Recommendation

Members are asked to:

- Note the content of this report and its appendices.

## Main Report

### Background

1. The Open Spaces and City Gardens Committee approved the Open Spaces high-level Business Plan 2022/23 (Appendix 1) on 7 December 2021. The Business Plan set out the major workstreams and key performance indicators (KPIs) for 2022/23.
2. 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. As the 2022/23 Business Plan was

written prior to the formation of the new Environment Department, it refers to the Natural Environment Division as 'Open Spaces'.

3. To ensure Committees are kept informed, progress made against the high-level Business Plan is reported to you every six months. This approach allows Members to ask questions and have input into areas of particular importance to them.

## **Current Position**

### **Major workstreams**

4. Throughout the year, your Committee has been kept informed of progress made against the major workstreams included in the 2022/23 Business Plan by way of regular Assistant Director Update reports and/or separate detailed reports. A summary of progress made during the year is presented below.
5. **Finalise the new open spaces vision and 5-year improvement plan and progress its implementation.**
  - Work to finalise the new vision and 5-year Improvement Plan will continue during 2023/24. Members will be consulted and kept informed of progress.
  - The high-level Business Plan for 2023/24, sets out the key priorities for the coming year, and was approved by the Natural Environment Board in May 2023.
6. **Progress the landscaping of Finsbury Circus, the access and security improvements at the Heath's swimming facilities, and the replacement playground at West Ham Park.**
  - The project to redevelop the Finsbury Circus site progressed. The contract was awarded and contractors will commence work on site in autumn 2023.
  - The project to improve safety, access and security at the three Bathing Ponds at Hampstead Heath has progressed through the project Gateway process and is expected be delivered to timescales, with completion due in August 2023.
  - The new playground at West Ham Park was completed and opened in August 2022.
7. **Progress the Carbon removal projects to deliver the open spaces element of the Climate Action Strategy.**
  - This work continued throughout the year.
  - Carbon sequestration and storage calculations were completed by consultants who also produced a report on opportunities for increasing sequestration.
  - As opportunities in terms of kiloton (kt) of carbon are small, and following the heatwave of summer 2022, consultants are working on a habitats climate vulnerability assessment and mitigation plan.
  - Initial stakeholder engagement on the plan for Epping Forest's Copped Hall was undertaken in autumn 2022.

8. **Actively engage in the review of Chilterns and Surrey Hills Areas of Outstanding Natural Beauty (AONB) boundaries**
- Natural England is responsible for considering which areas in England meet the criterion, set down in law, for being included in an AONB, and whether to proceed with their designation.
  - Natural England did not consider Coulsdon Commons, Kenley Common or Riddlesdown to meet the criterion required for an AONB. However, part of Farthing Downs was considered suitable.
  - In May 2023, the Epping Forest and Commons Committee agreed to support the inclusion of part of Farthing Downs in the proposed Happy Valley extension to the Surrey Hills AONB.

### Key Performance Indicators (KPI) 2022/23

9. Performance against KPIs has been monitored throughout the year. A summary of performance during 2022/23 is presented below.

Performance Measure Description	Target 2022/23	Performance 2022/23 (Full year result)
Retain our Green Heritage Site Accreditation	13 Awards	13
Retain our Green Flag Awards	14 Awards	14
Increase the number of 'visitors' to our web pages. <i>(in comparison to 2021/22 performance).</i>	>954,063 'visits'	921,079
Increase the number of hours of tennis court usage across all sites <i>(in comparison to 2021/22 performance).</i>	Total >66,697 hours  <i>West Ham Park &gt;23,610 Parliament Hill &gt;22,075 Golders Hill Park &gt;8,131 Queen's Park &gt;12,881</i>	Total: 73,489 hours  <i>West Ham Park: 22,364 Parliament Hill: 24,969 Golders Hill Park: 9,504 Queen's Park: 16,652</i>
Health and safety accident investigations completed within 21 days.	85% <i>(Corporate target)</i>	85.1% <i>(Due to implementation of new management system, figure covers the period from 23/12/2022 only.)</i>

### Corporate & Strategic Implications

**Strategic implications** – The monitoring of key improvement objectives and performance measures links to the achievement of the aims and outcomes set out in the Corporate Plan 2018-23.

**Financial Implications** – Financial implications are addressed in the separate Chamberlain’s Revenue Outturn Report presented to this Committee.

**Resource implications** – The Natural Environment Division continues to progress through the Target Operating Model (TOM) process.

**Risk implications** - Risks to achieving the objectives set out in the Business Plan are identified and managed in accordance with the City of London Risk Management Framework and Charity Commission requirements. Risk Registers are reported to Members quarterly.

**Climate implications** – The work of Natural Environment Division supports the delivery of the Corporate Climate Action Strategy through its Carbon Removals Project, and a range of other workstreams.

**Charity implications** - Many of the Natural Environment sites are registered charities. Any decisions must be taken in the best interests of the relevant charity.

## **Appendices**

- Appendix 1 – Open Spaces high-level Business Plan 2022/23

## **Background Reports**

‘Open Spaces Business Plan for 2022/23’

Open Spaces and City Gardens Committee, 7 December 2021

West Ham Park Committee, 7 December 2021

Epping Forest & Commons Committee, 17 January 2022

Hampstead Heath, Highgate Wood and Queen’s Park Committee, 9 February 2022

## **Contact**

Joanne Hill, Business Planning and Compliance Manager, Environment Department

T: 020 7332 1301

E: [Joanne.Hill@cityoflondon.gov.uk](mailto:Joanne.Hill@cityoflondon.gov.uk)



### THE CURRENT OPEN SPACES VISION IS:

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

#### Our overarching objectives are:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.
- C. Business practices are responsible and sustainable.

#### Our major workstreams this year will be...

1. Implement the approved recommendations of the Target Operating Model report and embed the new Environment Department.
2. Finalise the new open spaces vision and 5-year plan and progress its implementation.
3. Progress the landscaping of Finsbury Circus, access and security improvements at the Heath's swimming facilities, the replacement playground at West Ham Park, and all other RASC approved capital projects.
4. Progress the Carbon removal projects to deliver the open spaces element of the Climate Action Strategy.
5. Actively engage in the review of Chilterns and Surrey Hills Areas Of Outstanding Natural Beauty (AONB) boundaries with potential inclusion of Burnham Beeches and Stoke Common in the former, Ashted Common and South London Downs NNR in the latter.

#### The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

### What's changed during 2021

- *Open Spaces are now part of the new Environment Department with a new Executive Director and the retirement of the Director of Open Spaces.*
- *Significant long lasting 'wear and tear' on our sites due to increased visitor numbers during 2020.*
- *More staff adopting a hybrid pattern of work.*
- *Effectiveness of MS Teams has increased efficiency by reducing need for 'travel time' between sites for meetings.*
- *More public realm enhancements installed to encourage workers back to the City with arising changes to working methods to maintain these scattered assets.*
- *Progress of projects has been delayed due to the impacts of COVID and availability of materials.*
- *Online booking and payment continues and reflected by improved visitor experience*
- *Covid and long Covid continues to affect staffing levels*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	<i>2022/23</i>
<i>Visitor attractions, may require re-setting of business models</i>	<i>2021/23</i>
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	<i>2021 onwards</i>

## Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

### Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

### Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

### Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership .....

### Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

### Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

### Sport & Physical Activity Strategy

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

### Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

## Red & Amber Open Spaces Departmental and Corporate Risks

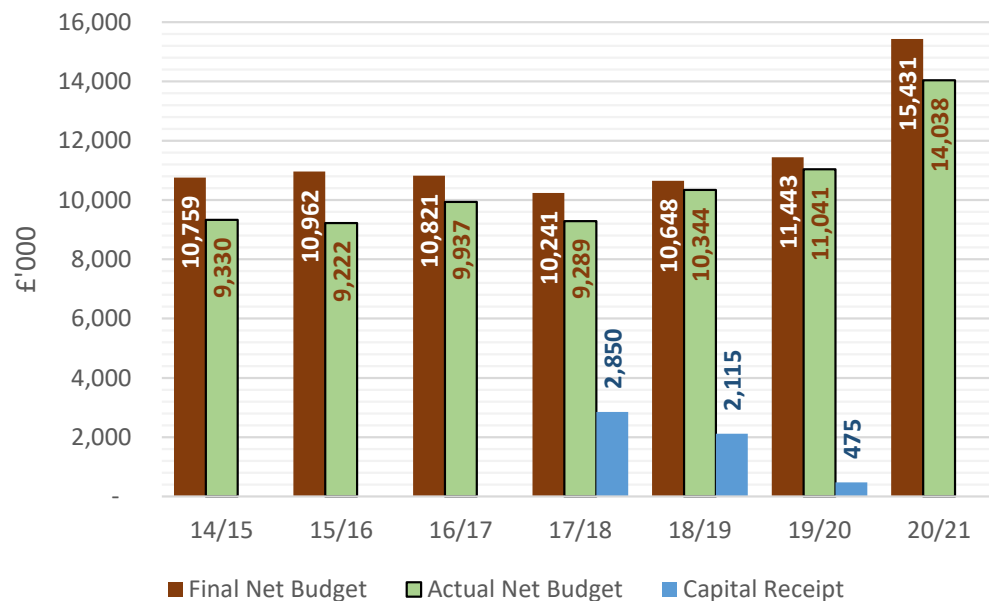
Open Spaces Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Accelerated Long-term Damage to Open Spaces Sites	16
Budget reduction and Income Loss	16
Impact of development	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

	0	4	5	Total = 9
Likely (4)			2	
Possible (3)		1	2	1
Unlikely (2)			1	2
Rare (1)				
	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Impact			

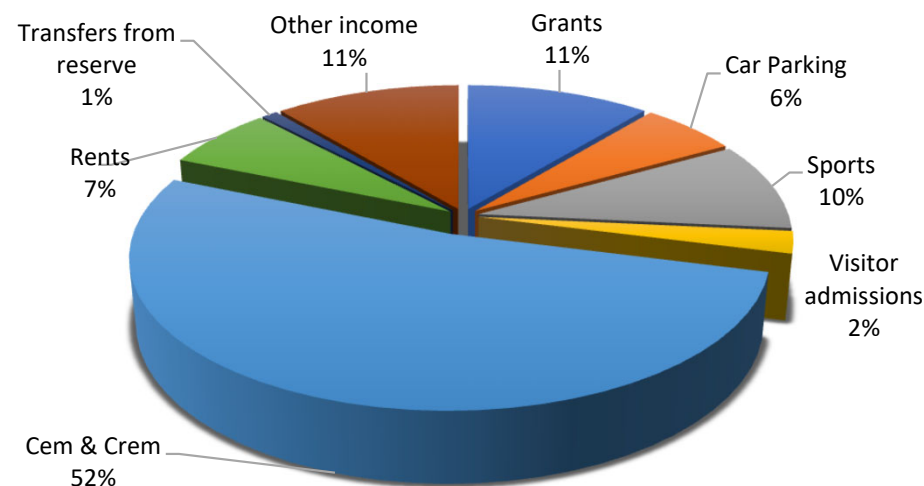
Performance Measures include	2021/22 Performance	2022/23 direction of travel or target
Green Heritage Accreditation	14 Awards	14 Awards
Green Flag Awards	15 Awards	15 Awards
Visits to Departments webpages	698,512 (at end Sept)	Increase above 2021/22 actual
Tennis court usage	42,368 (at end Sept)	Increase above 2021/22 actual
Our environmental footprint	Annual Measure	Reduce below 2021/22 actual
Department Net expenditure	£5.271M At end Sept	Achieve budget
Short term sickness	to date	Maintain
H&S accident investigations	91% to date	Achieve corporate target

## 2020/21 Directors local risk

### Net budget, outturn net position and capital receipts



### Where our income came from in 2020/21



#### CoL Funded Capital Projects

##### Completed in 2020/21:

- Cremator replacement project

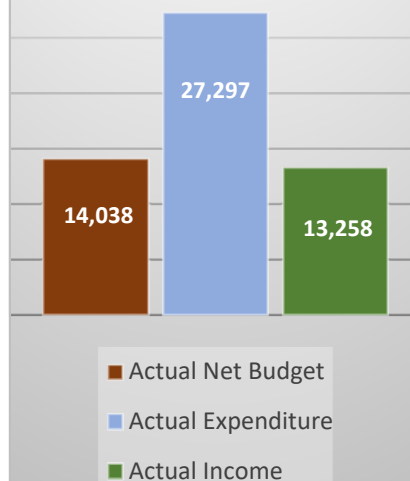
##### Live in 2021/22:

- Finsbury Circus
- West Ham Park playground
- Hampstead Heath ponds and lido
- Tower Hill playground
- East Heath car park
- ParkLife
- Carbon Removal (Climate Action Strategy)

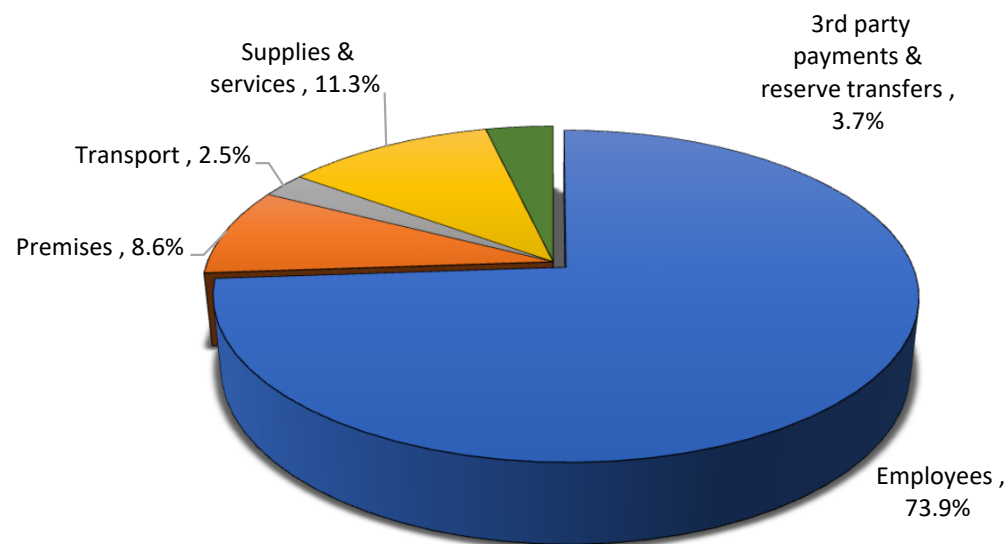
##### Requested in Nov 2021/22

- Hampstead Heath athletics track resurfacing
- Epping Forest path restoration
- Queens Park playground and sandpit refurbishment

### Outturn local risk 2020/21



### How we spent our local risk budget in 2020/21



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<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park Committee	10 July 2023
<b>Subject:</b> Revenue Outturn 2022/23 – 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> Chamberlain Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Clem Harcourt – Chamberlains Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2022/23 with the final agreed budget for the year. In total, there was a favourable budget position of £87k 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>£000</b>	<b>Outturn</b> <b>£000</b>	<b>Variation</b> <b>Better/(Worse)</b> <b>£000</b>
<b>Local Risk</b>			
Executive Director Environment	(667)	(535)	132
City Surveyor	(187)	(193)	(6)
<b>Total Local Risk</b>	<b>(854)</b>	<b>(728)</b>	<b>126</b>
<b>Central Risk</b>	<b>(31)</b>	<b>(54)</b>	<b>(23)</b>
<b>Recharges</b>	<b>(363)</b>	<b>(379)</b>	<b>(16)</b>
<b>Total</b>	<b>(1,248)</b>	<b>(1,161)</b>	<b>87</b>

Explanations for significant variations compared with the final agreed budget can be found in paragraphs 5 to 7.

The Executive Director Environment had an overall local risk underspend of £132k (excluding City Surveyor) for activities overseen by your Committee. The Executive Director also had a net local risk underspend totalling £993k on activities overseen by other Committees within her remit, after adjusting for unspent carry forwards from 2021/22.

## **Recommendation(s)**

It is recommended that the revenue outturn report for 2022/23 is noted.

## **Main Report**

### **Budget Position for 2022/23**

1. The 2022/23 original budget for services overseen by your Committee (received in December 2021) was (£992k). This budget was endorsed by the Court of Common Council in March 2022 and has been subsequently updated for approved budget adjustments totalling (£256k). These consisted of:
  - (£31k) increase in local risk budgets to cover increases in pay rises awarded to staff effective from July 2022.
  - (£22k) increase in central risk expenditure to cover redundancy payments as well as funding for Supplementary Revenue Projects (SRP).
  - (£119k) in funding for projects as part of re-phasing of the Cyclical Works Programme (CWP) managed by City Surveyors.
  - (£3k) increase in other repairs and maintenance budgets managed by City Surveyors.
  - (£81k) increase in recharge budgets owing to additional recharges from the Natural Environment Directorate.
2. A reconciliation between the original budget and the final agreed budget for 2022/23 can be found in Appendix A.

### **Revenue Outturn 2022/23**

3. Actual net expenditure for your Committee's services during 2022/23 totalled (£1.161m), a favourable budget variance of £87k compared with the final agreed budget of (£1.248m).
4. 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 £50k) are commented on.

**West Ham Park**  
**Comparison of 2022/23 Revenue Outturn with Final Agreed Budget**

		Original	Final	Revenue	Better/(Worse)	Reason
		£000	Budget £000	£000	£000	Para
<b>LOCAL RISK</b>						
<b>Executive Director Environment</b>						
<b>West Ham Park</b>						
	Expenditure	(957)	(988)	(819)	169	5
	Income	321	321	280	(41)	6
<b>Parks and Gardens (Rechargeables)</b>						
	Expenditure	-	-	(36)	(36)	
	Income	-	-	40	40	
<b>Sub-Total</b>	<b>Expenditure</b>	(957)	(988)	(855)	133	
<b>Sub-Total</b>	<b>Income</b>	321	321	320	(1)	
<b>Total Net Expenditure</b>		<b>(636)</b>	<b>(667)</b>	<b>(535)</b>	<b>132</b>	
<b>City Surveyor</b>						
City Surveyors Repairs and Maintenance						
		(65)	(68)	(83)	(15)	
Cyclical Works Programme						
		0	(119)	(110)	9	
<b>Total City Surveyor Local Risk</b>		<b>(65)</b>	<b>(187)</b>	<b>(193)</b>	<b>(6)</b>	
<b>TOTAL LOCAL RISK</b>		<b>(701)</b>	<b>(854)</b>	<b>(728)</b>	<b>126</b>	
<b>TOTAL CENTRAL RISK</b>		<b>(9)</b>	<b>(31)</b>	<b>(54)</b>	<b>(23)</b>	
<b>RECHARGES</b>						
Insurance						
		(19)	(19)	(16)	3	
Support Services						
		(94)	(94)	(124)	(30)	
Surveyor's Employee Recharges						
		(39)	(39)	(38)	1	
IT Recharges						
		(28)	(28)	(34)	(6)	
Recharges Within Fund (Directorate, Democratic Core, Learning)						
		(102)	(183)	(167)	16	
<b>TOTAL RECHARGES</b>		<b>(282)</b>	<b>(363)</b>	<b>(379)</b>	<b>(16)</b>	7
<b>OVERALL TOTAL NET EXP</b>		<b>(992)</b>	<b>(1,248)</b>	<b>(1,161)</b>	<b>87</b>	

### Reasons for Significant Variations

- The £169k favourable expenditure variance is mainly due to savings from employment costs due to a number of vacancies being held at West Ham Park whilst the Natural Environment Division has gone through the second phase of the Target Operating Model (TOM).

6. The (£41k) adverse variance in relation to income is partly explained by reduced football bookings due to the disbanding of long standing football teams. This is in addition to lower than anticipated income generated by bandstand bookings as well as reduced income from tennis with a wider review of fees and charges due to take place during 2023/24.
7. The overall adverse variance of (£16k) relating to recharges is due to increased expenditure associated with the level of support services provided by corporate departments during the year. This overspend is partly offset by reduced recharges from the Learning Programme.

### **Local Risk Carry Forward to 2023/24**

8. Chief Officers can generally request underspends of up to 10% or £500k (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 Resources Allocation Sub Committee. In accordance with financial regulations, any overall Departmental local risk overspends are carried forward in full and are met from the agreed 2023/24 budgets.
9. The Executive Director Environment had a local risk underspend of £132k for 2022/23 on the activities overseen by your Committee. The Executive Director also had net local risk underspends for 2022/23 totalling £993k on activities overseen by other Committees within her remit, after adjusting for unspent carry forwards from 2021/22. The Executive Director is proposing that her maximum eligible underspend of £500k be carried forward into 2023/24, none of which relates to activities overseen by your Committee.

### **Conclusion**

10. This report presents the revenue outturn position for 2022/23 for West Ham Park for Members to note.

### **Appendices**

- Appendix A – Movement between 2022/23 Original Budget and 2022/23 Final Agreed Budget

### **Clem Harcourt**

Finance Business Partner (Natural Environment)  
Chamberlain's Financial Services Division

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## Appendix A

### Movement between 2022/23 Original Budget and 2022/23 Final Agreed Budget

<b>West Ham Park</b>	<b>£000</b>
<b>Original Budget (All Risks)</b>	<b>(992)</b>
<b>Original Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(701)</b>
<b>Executive Director Environment</b>	
Cost of living pay increases for staff effective July 2022	(31)
<b>City Surveyor</b>	
Re-phasing of Cyclical Works Programme projects for 2022/23	(119)
Additional Planned & Reactive Works managed by City Surveyor's	(3)
<b>Final Agreed Net Local Risk Budget (Executive Director Environment &amp; City Surveyor)</b>	<b>(854)</b>
<b>Central Risk</b>	
<b>Original Central Risk Budget (Executive Director Environment)</b>	<b>(9)</b>
Centrally Funded Redundancy Payments	(14)
Supplementary Revenue Project (SRP) funding relating to West Ham Park Nursery Alternative Uses project	(8)
<b>Final Agreed Central Risk Budget (Executive Director Environment)</b>	<b>(31)</b>
<b>Recharges</b>	
<b>Original Recharges Budget</b>	<b>(282)</b>
Additional Recharges from Natural Environment Directorate as a result of pension strain costs and recharges from Environment Department Directorate	(81)
<b>Final Agreed Recharges Budget</b>	<b>(363)</b>
<b>Final Agreed Budget (All Risks)</b>	<b>(1,248)</b>

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<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park	10 July 2023
<b>Subject:</b> West Ham Park Trustees Annual Report and Financial Statements for the Year Ended 31 March 2022	<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>	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> The Chamberlain Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Clem Harcourt, Chamberlain's Department	

## Summary

The Trustee's Annual Report and Financial Statements for the Year ended 31 March 2022 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 2021/22 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 Crowe U.K LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 7 July 2022.
2. A previous review of the charities for which the City is responsible, (completed in 2010), detailed key reports that should be presented to your Committee. The 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 2023.

## **Appendices**

- Appendix 1 – West Ham Park Annual Report and Financial Statements for the year ended 31 March 2022

Clem Harcourt  
Chamberlain's Financial Services Division

E: [clem.harcourt@cityoflondon.gov.uk](mailto:clem.harcourt@cityoflondon.gov.uk)

West Ham Park

Annual Report and Financial Statements for the  
year ended 31 March 2022

Charity registration number 206948

# CONTENTS

ORIGINS OF THE CHARITY .....	1
STRUCTURE AND GOVERNANCE .....	2
ACHIEVEMENTS AND PERFORMANCE .....	6
FINANCIAL REVIEW .....	8
TRUSTEE'S RESPONSIBILITIES .....	11
INDEPENDENT AUDITOR'S REPORT .....	13
STATEMENT OF FINANCIAL ACTIVITIES .....	16
BALANCE SHEET .....	17
NOTES TO THE FINANCIAL STATEMENTS.....	18
REFERENCE AND ADMINISTRATION DETAILS.....	31

## 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 elected by the electorate of the City of London. The Key Committees which had responsibility for directly managing matters related to the charity during 2021/22 were as follows:

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



All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held 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 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 31.

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

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

## **INDUCTION AND TRAINING OF MEMBERS**

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

## OBJECTIVES AND ACTIVITIES

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

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

### Volunteers

The Charity works closely with the Friends of West Ham Park who deliver numerous walks, talks and events throughout the year, as well as volunteering in the vegetable garden and wildlife garden, and undertaking organised litter-picks. Other volunteer opportunities with groups and individuals contributed over 1000 volunteer hours for 2021/22.

### Remuneration Policy

The charity’s senior staff are employees of the City Corporation and, alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

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

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

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 will be updated in the autumn. There is work ongoing relating the new Equalities and Inclusion objectives, that will include internal and external consultation. This is expected to take place at the end of April 2023, with publication of the revised Equalities and Inclusion objectives by September 2023.

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the relevant grade, which incorporates market factors as well as corporate importance.

## **Fundraising**

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Although the West Ham Park charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as “voluntary income” including grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

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 2021/22 (2020/21: £nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

## **Public benefit statement**

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

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

## **REFERENCE AND ADMINISTRATIVE DETAILS**

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

## ACHIEVEMENTS AND PERFORMANCE

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 2021/22 which will roll over into 2022/23.

### Key Targets for 2021/22 and review of achievement

**ULEZ Compliant Vehicles:** A replacement road-sweeping vehicle was successfully procured at the beginning of the financial year. The purchase of a replacement van, in common with other fleet replacement across the department and indeed across the country, remains outstanding due to severe procurement delays resulting from impacts of Brexit and Covid supply line issues. Discussions continue with the procurement team and suppliers to ensure that the replacement vehicle can be procured in the 2022/23 financial year.

**Playground project:** Tendering was successfully completed and Planning approval gained this year. Again, due to supply line issues resulting from the Covid pandemic and Brexit, the start date for works – originally proposed for September – was delayed. However works successfully started on site in January and should be completed by the end of July 2022, with the playground opening in time for the summer holidays.

**West Ham Park Nursery Project:** The project has continued to progress at pace this year, and in February Members voted in favour of their preferred developer selection, following a comprehensive tendering and evaluation exercise. Officers and Members will now work with the preferred developer to set strict criteria that will help inform the design, both of the development itself and of the additional green space and facilities to be provided.

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

**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 in line with agreed targets.

**Learning in West Ham Park:** Despite the "stop/start" nature of lockdown regulations at the beginning of 2021/22, the departmental Learning Team have worked exceptionally hard to continue delivering quality learning materials and face-to-face sessions throughout the year. During periods of lockdown sessions took place either virtually or with socially-distanced sessions on site, and through an extensive suite of virtual learning materials both for the students themselves, and for teachers to lead sessions in the classroom, linked closely to the needs of the National curriculum. With the easing of restrictions, the team were able to resume the full range of face-to-face sessions on site, the resulting uptake demonstrating how much these hands-on sessions had been missed by the children and schools' staff alike.

**Budget Management:** The 12.5% budget reduction was successfully achieved through a carefully-managed combination of reducing unnecessary expenditure and increasing income. Going forward, a key strategic objective for the Charity will be the successful realisation of the Nursery project (see above and below), which will ensure the Charity's financial sustainability for the future.

**Corporate Restructure:** The Superintendent has worked closely with the departmental senior leadership team and other senior officers from across the new Environment Department throughout 2021/22. This resulted in the proposed structure for the new department being agreed at Establishment Committee in January. Following extensive staff consultation, the proposed structure was adopted at the beginning of March, to become effective from the 2022/23 financial year. The new structure sees West Ham Park split from its former division of Parks and Gardens, to be aligned under the new Natural Environment Division, along with the City's other green spaces outside of the Square Mile. Any further changes will be considered as part of Phase 2 of the corporate restructure, which will be consulted upon over the summer of 2022, with the aim of implementing any further changes in autumn of 2022.

## PLANS FOR FUTURE PERIODS

Subject to the continued removal of Coronavirus restrictions or any further new variants of the virus, the team will focus on delivering the following key projects over the next 12 months.

### **Key projects for 2022/23 include:**

**ULEZ Compliant Vehicles** - the charity will continue to progress the procurement of a new van, compliant with the Ultra-Low Emissions Zone, and to ensure the long-term viability of the charity's vehicles and equipment.

**Playground project** – to complete the delivery of the playground by summer 2022.

**West Ham Park Nursery Project** - Work will continue with the City Surveyor and other partners towards delivering 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, this year focussing on the future of tennis delivery in partnership with the Lawn Tennis Association.

**West Ham Park Management Plan** - Following completion of Phase 2 of the corporate restructure (see below) in autumn of 2022, and greater certainty on the Nursery Project, in the latter part of the year officers will undertake preparatory work for a new Park Management Plan.

**Corporate Restructure Phase 2** - Work closely with officers across the new Natural Environment Division to successfully deliver Phase 2 of the corporate restructure by autumn 2022.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 18.

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 2021/22 the charity's total income for the year was £1,540,247, an overall decrease of £62,470 against the previous year (£1,602,717). The principal source of income was from City of London Corporation's City's Cash fund (see below).

Income from Charitable Activities comprised £48,377 from fees charged (2020/21: £113,334) and £237,168 from rents (2020/21: £208,624). Given the impact of the COVID pandemic, the periods between lockdowns saw a much lower demand for certain sports, notably tennis, which resulted in a much lower than anticipated level of income. However, 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 (2020/21: £nil).

Donations - being amounts received from the public through donations. A donation of £1,546 was received from a customer toward materials, inscription, delivery and installation costs of a memorial bench (2020/21: £nil). Donations can be made on the West Ham Park webpage, to the West Ham Park Playground Refurbishment project. In total £1,140 was received during the year (2020/21: £256). The full amount was held as at 31 March 2022 in a restricted fund for 'Campaign Donations'.

Interest of £791 from cash held following the sale of property was received (2020/21: £1,186).

Other income of £1,204 was received through Learning Programme recharges in relation to Coronavirus Job Retention Scheme (2020/21: £333).

An amount of £1,250,021 (2020/21: £1,278,984) was received from the City of London Corporation's City's Cash as a contribution towards the running costs of the charity.

#### Expenditure

Total expenditure for the year was £1,479,194, with all expenditure relating to charitable activities (2020/21: £1,612,456). The decrease in expenditure is owing to a lower number of cyclical building works taking place during the year and vacancies being held at West Ham Park whilst the department went through its restructure.

## Funds held

The charity's total funds held increased by £61,053 to £111,284 as at 31 March 2022 (2020/21: £50,231).

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 2022 totalled £109,888 (2020/21: £49,975). The increase in designated funds is due to the delivery of the refurbishment of the playground. These designated funds represent the net book value of fixed assets held.

A restricted fund of £1,396 (2020/21: £256) was held at year-end. This relates to Campaign Donations for the West Ham Park Playground Refurbishment project.

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

## Reserves

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

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

## Principal Risks and Uncertainties

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

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

Risk	Actions to manage risks
<b>Health &amp; Safety</b>	<p>Continue to develop a good culture of reporting accidents, incidents and near-misses.</p> <p>Contractor protocol is in place including works undertaken by City Surveyor's and external contractors.</p> <p>Regular review of on-site health and safety by peer review.</p> <p>Clear roles and responsibilities set out in documentation and reinforced through training.</p> <p>It is accepted that when providing a hands-on service and dealing with the public, a certain level of risk is inevitable and therefore cannot be removed completely.</p>

<b>Risk</b>	<b>Actions to manage risks</b>
<b>Extreme weather and climate change risk</b>	City Climate Adaptation Strategy in place. Emergency Plan in place; monitoring of warning systems; Extreme Weather Policy adopted for the Charity. Current level of risk cannot be removed completely.
<b>Population increase (residential and worker)</b>	Attend meetings and respond to consultation on local plans of neighbouring boroughs. Maintain a close partnership with planning authorities.
<b>Major incident resulting in prolonged 'Access Denial'</b>	Emergency Plan is in place and will be reviewed during the year. Team is represented on the Resilience Forum and Public Realm Security Advisory Board. Actions and implications are disseminated to staff. All staff are trained in relevant areas.
<b>Ultra-Low Emissions Zone</b>	Non-compliant vehicles being replaced.
<b>Poor repair and maintenance of buildings (inadequate planned or reactive maintenance)</b>	Statutory checks carried out to set schedule. Most pressing repairs/assets at risk have been escalated through the Cyclical Works Programme (CWP) or identified and submitted as target projects under the City Corporation's projects procedure. Seeking to further reduce current risk level
<b>Pests and diseases</b>	Comprehensive tree management system in place. Staff trained in early identification and treatment. Some residual risk accepted (natural cycles).
<b>Poor Public Behaviour</b>	Continue to work with the London Borough of Newham enforcement team, police, schools liaison and SNTs. Dog Control Orders in place where required.
<b>Budgeted reduction and income loss</b>	Work closely with Chamberlain's Department to monitor budget lines and keep them informed as financial situation develops. Predictions on loss of income being worked up to aid longer term decision making, including rental, sports provision, catering and retail. Non-essential works cancelled and focus placed on increasing income to offset budget reduction. Review of staffing structures likely in order to align with the corporate restructure (Phase 2).

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



## TRUSTEE'S RESPONSIBILITIES

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

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless the Trustee is satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

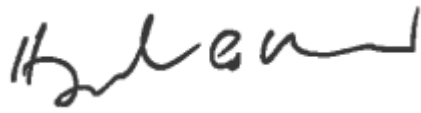
The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

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

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

Adopted and signed for on behalf of the Trustee.



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



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

Guildhall, London

31 January 2023

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

## Opinion

We have audited the financial statements of West Ham Park ('the charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2022 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

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

## Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee's report; or
- sufficient and proper accounting records have not been kept by the Charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of Trustee**

As explained more fully in the Trustee's responsibilities statement set out on page 11 and 12, 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 Acts and relevant regulations made or having effect thereunder.

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

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

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

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

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

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

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

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

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

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

### **Use of our report**

This report is made solely to the charity's Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

*Crowe U.K. LLP*

**Crowe U.K. LLP**  
Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

31 January 2023

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

# STATEMENT OF FINANCIAL ACTIVITIES

## FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted Funds £	Restricted Funds £	2021/22 £	2020/21 £
<b>Income from:</b>					
Voluntary activities	2	-	2,686	<b>2,686</b>	256
Charitable activities	3	285,545	-	<b>285,545</b>	321,958
Grant from City of London Corporation	4	1,250,021	-	<b>1,250,021</b>	1,278,984
Investments	5	791	-	<b>791</b>	1,186
Other income	6	1,204	-	<b>1,204</b>	333
<b>Total income</b>		<b>1,537,561</b>	<b>2,686</b>	<b>1,540,247</b>	<b>1,602,717</b>
<b>Expenditure on:</b>					
Charitable activities:					
Maintenance and preservation of West Ham Park	7	1,477,648	1,546	<b>1,479,194</b>	1,612,456
<b>Total expenditure</b>		<b>1,477,648</b>	<b>1,546</b>	<b>1,479,194</b>	<b>1,612,456</b>
<b>Net income/(expenditure)</b>		<b>59,913</b>	<b>1,140</b>	<b>61,053</b>	<b>(9,739)</b>
<b>Net movement in funds</b>		<b>59,913</b>	<b>1,140</b>	<b>61,053</b>	<b>(9,739)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward (as at 1 April 2021)	15	49,975	256	<b>50,231</b>	59,970
<b>Total funds carried forward</b>	<b>15</b>	<b>109,888</b>	<b>1,396</b>	<b>111,284</b>	<b>50,231</b>

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 18 to 31 form part of these financial statements.

# BALANCE SHEET

## AS AT MARCH 2022

	Notes	2022 Total £	2021 Total £
<b>Fixed assets:</b>			
Tangible assets	11	109,888	49,975
<b>Total fixed assets</b>		<b>109,888</b>	<b>49,975</b>
<b>Current assets:</b>			
Debtors	12	77,895	36,765
Cash at bank and in hand		27,532	102,339
<b>Total current assets</b>		<b>105,427</b>	<b>139,104</b>
<b>Creditors: Amounts falling due within one year</b>	13	<b>(104,031)</b>	<b>(138,848)</b>
<b>Net current assets</b>		<b>1,396</b>	<b>256</b>
<b>Total assets less current liabilities</b>		<b>111,284</b>	<b>50,231</b>
<b>The funds of the charity:</b>			
Restricted income funds	15	1,396	256
Unrestricted income funds	15	109,888	49,975
<b>Total funds</b>		<b>111,284</b>	<b>50,231</b>

The notes on pages 18 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

31 January 2023

# NOTES TO THE FINANCIAL STATEMENTS

## 1. ACCOUNTING POLICIES

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

### (a) Basis of Preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

### (b) Going concern

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

In making this assessment, the Trustee has considered the potential ongoing impact of the Covid-19 pandemic and current high inflationary pressures on the financial position, including future income levels and planned expenditure and the liquidity of the charity over the next 12-month period. For these reasons the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

### (c) Key management judgements and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

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



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

#### **(d) Statement of Cash Flows**

The charity has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2022 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, and these costs are included within support costs.

### **(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 £832.7m as at 31 March 2022 (£919.7m as at 31 March 2021). 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 31 March 2022 valuation is being carried out in 2022/23 and must be finalised before 31 March 2023, which will set contribution rates for the period 01 April 2023 to 31 March 2026. Contribution rates adopted for the financial years 2020/21, 2021/22 and 2022/23 have been set at 21% (2019/20: 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 2021/22</b>	Unrestricted funds	Restricted funds	Total 2020/21
	£	£	£	£	£	£
Donations and legacies	-	2,686	<b>2,686</b>	-	256	256

**3. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted funds <b>2021/22</b>	Unrestricted funds 2020/21
	£	£
Charges for use of facilities	<b>48,377</b>	113,334
Rental income	<b>237,168</b>	208,624
<b>Total</b>	<b>285,545</b>	321,958

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

	Unrestricted funds <b>2021/22</b>	Unrestricted funds 2020/21
	£	£
Revenue and capital grants from City of London Corporation	<b>1,250,021</b>	1,278,984

**5. INCOME FROM INVESTMENTS**

	Unrestricted funds <b>2021/22</b>	Unrestricted funds 2020/21
	£	£
Bank interest	<b>791</b>	1,186

**6. OTHER INCOME**

	Unrestricted funds <b>2021/22</b>	Unrestricted funds 2020/21
	£	£
Other income	<b>1,204</b>	333

**Income for the year included:**

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

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

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

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

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

**Other income** - included in Other Income on the Statement of Financial Activities is a government grant received from the Coronavirus Job Retention Scheme of £1,204 through Learning Programme recharges (2020/21: £333), 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 £	<b>Total 2021/22 £</b>	Direct costs £	Support costs £	Total 2020/21 £
Maintenance and preservation of West Ham Park	<u>1,220,874</u>	<u>258,320</u>	<u><b>1,479,194</b></u>	<u>1,365,237</u>	<u>247,219</u>	<u>1,612,456</u>

**Charitable activity**

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

## Auditor's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Cash Fund and provide assurance services to all of the different charities of which it is Trustee. From 2021/22, the City Corporation, as Trustee, has taken a decision to seek reimbursement for the audit fees incurred from each of its charities. In 2021/22 an audit fee of £5,000 was recharged (2020/21: £nil). No other services were provided to the charity by its auditors during the year (2020/21: £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 £	2021/22 £	2020/21 £
Department:				
Chamberlain	50,872	-	<b>50,872</b>	44,240
Comptroller & City Solicitor	10,535	-	<b>10,535</b>	-
Town Clerk	-	33,331	<b>33,331</b>	25,868
City Surveyor	52,105	-	<b>52,105</b>	78,539
Open Spaces directorate	50,359	-	<b>50,359</b>	34,893
Other governance & support costs	17,508	5,000	<b>22,508</b>	16,540
Digital Services	38,610	-	<b>38,610</b>	47,139
Sub-total	219,989	38,331	<b>258,320</b>	247,219
Reallocation of governance costs	38,331	(38,331)	-	-
<b>Total</b>	<b>258,320</b>	<b>-</b>	<b>258,320</b>	<b>247,219</b>

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

## 9. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 15 (2020/21: 17).

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

	2021/22	2020/21
	£	£
Salaries and wages	500,961	548,248
National Insurance costs	43,826	50,430
Employer's pension contributions	95,098	104,451
<b>Total emoluments of employees</b>	<b>639,885</b>	<b>703,129</b>

The number of directly charged employees whose emoluments (excluding employer's NI and pension contribution) for the year were over £60,000 was £nil (2020/21: £nil).

### Remuneration of Key Management Personnel

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

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

The amount of employee benefits received by key management personnel totalled £9,062 (2020/21: £6,018). The members of the Finance Committee of the City of London Corporation are not remunerated and expenses are not reimbursed for acting on behalf of the Trustee during 2021/22 (2020/21: nil).

## 10. HERITAGE ASSETS

Since 1874 the primary purpose of the charity has been the preservation of West Ham Park for the recreation and enjoyment of the public. As set out in Note 1(i), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of West Ham Park are contained in the West Ham Park Management Plan 2010. Records of heritage assets owned and maintained by West Ham Park can be obtained from the Executive Director Environment at the principal address as stated on page 31.

**11. TANGIBLE FIXED ASSETS**

	<b>Equipment</b>
	<b>£</b>
<b>Cost</b>	
At 1 April 2021	<b>146,828</b>
Additions	<b>69,908</b>
Disposals	<b>-</b>
At 31 March 2022	<b>216,736</b>
<b>Depreciation</b>	
At 1 April 2021	<b>96,853</b>
Charge for the year	<b>9,995</b>
Disposals	<b>-</b>
At 31 March 2022	<b>106,848</b>
<b>Net book value</b>	
At 31 March 2022	<b>109,888</b>
At 31 March 2021	<b>49,975</b>

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

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Prepayments and accrued income	<b>8,933</b>	8,125
Recoverable VAT	<b>15,384</b>	17,675
Other Debtors	<b>53,578</b>	10,965
<b>Total</b>	<b>77,895</b>	36,765

Other debtors consist of sundry debtors of £10,800 (2020/21: £10,740) and rental debtors of £42,778 (2020/21: £225).

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

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>13,391</b>	32,904
Accruals	<b>44,172</b>	54,575
Deferred income	<b>39,279</b>	40,825
Other creditors	<b>7,189</b>	10,544
<b>Total</b>	<b>104,031</b>	138,848

Other creditors consist of sundry creditors of £7,042 (2020/21: £10,397) and sundry deposits of £147 (2020/21: £147).



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

	2022	2021
	£	£
<b>Deferred income analysis within creditors:</b>		
Balance at 1 April	40,825	31,374
Amounts released to income	(40,825)	(31,374)
Amounts deferred in the year	39,279	40,825
<b>Balance at 31 March</b>	<b>39,279</b>	<b>40,825</b>

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

At 31 March 2022	Unrestricted income funds				
	General funds	Designated funds	Restricted funds	<b>Total at 31 March 2022</b>	Total at 31 March 2021
	£	£	£	£	£
Tangible assets	-	109,888	-	<b>109,888</b>	49,975
Current assets	104,031	-	1,396	<b>105,427</b>	139,104
Current liabilities	(104,031)	-	-	<b>(104,031)</b>	(138,848)
<b>Total</b>	-	109,888	1,396	<b>111,284</b>	50,231

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

**15. MOVEMENT IN FUNDS**

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2022 £
Restricted funds:					
Campaign Donations	256	1,140	-	-	<b>1,396</b>
Memorial bench donation	-	1,546	(1,546)	-	-
Total restricted funds	256	2,686	(1,546)	-	<b>1,396</b>
Unrestricted funds:					
General funds	-	1,467,653	(1,467,653)	-	-
Designated funds:					
Tangible fixed assets	49,975	69,908	(9,995)	-	<b>109,888</b>
Total designated funds	49,975	69,908	(9,995)	-	<b>109,888</b>
Total unrestricted funds	49,975	1,537,561	(1,477,648)	-	<b>109,888</b>
<b>Total funds</b>	<b>50,231</b>	<b>1,540,247</b>	<b>(1,479,194)</b>	<b>-</b>	<b>111,284</b>

At 31 March 2021	Total as at 1 April 2020 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2021 £
Restricted funds:					
Campaign Donations	-	256	-	-	256
Total restricted funds	-	256	-	-	256
Unrestricted funds:					
General funds	-	1,602,461	(1,602,461)	-	-
Designated funds:					
Tangible fixed assets	59,970	-	(9,995)	-	49,975
West Ham Park Nursery	-	-	-	-	-
Total designated funds	59,970	-	(9,995)	-	49,975
Total unrestricted funds	59,970	1,602,461	(1,612,456)	-	49,975
Total funds	59,970	1,602,717	(1,612,456)	-	50,231

**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 £1,140 was received during the year (2020/21: £256).

## 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 2022 the net book value of fixed assets relating to direct charitable purposes amounted to £109,888 (2020/21: £49,975). There was an addition of £69,908 during the year relating to the delivery of the refurbishment of the playground.

## 16. EVENTS AFTER THE END OF THE REPORTING PERIOD

During the year the charity accepted a conditional offer of £13.1m (subject to planning permission, provision of operational assets requested by the charity, and contract) for the purchase of a 999 year long leasehold development opportunity in relation to part of the former nursery site. A 10% stakeholders deposit of £1.3m is expected to be received in 2022/23.

## 17. 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.

<b>Related party</b>	<b>Connected party</b>	<b>2021/22 £</b>	<b>2020/21 £</b>	<b>Detail of transaction</b>
City of London Corporation	The City of London Corporation is the Trustee for the charity	<b>1,250,021 (nil)</b>	1,278,984 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		<b>258,320 (nil)</b>	247,219 (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 (retired 31 December 2022)

**Treasurer**

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

**Solicitor**

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

**Environment Department**

Juliemma McLoughlin – Executive Director of Environment (appointed 2 August 2021)

Colin Buttery – Director of Open Spaces (retired 31 October 2021)

**AUDITORS:**

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

**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)

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<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park Committee	10 July 2023
<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>	1, 2, 4, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<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> Executive Director Environment	<b>For decision</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

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

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

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

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and at Appendix 2.

## **Recommendation**

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the West Ham Park Summary Risk Register (Appendix 1) satisfactorily identifies the key risks to the West Ham Park charity and that appropriate systems are in place to effectively identify and mitigate risks.

## **Main Report**

### **Background**

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives an update on the risks relevant to the Committee every quarter. Detailed risk registers are presented to Committees every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
4. The Executive Director Environment 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.
5. Risks faced by the West Ham Park Charity are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system (Pentana). Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The detailed risk register for West Ham Park is summarised in the main body of this report and at Appendix 1. For each risk, officers are undertaking a range of actions to mitigate the effects.
7. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all Natural Environment sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director. This register also contains risks related to specific projects which are managed by the Director at a strategic level. The Cross-Divisional risks are summarised in this report, with the Summary Risk Register included



at Appendix 3 for information. The Cross-Divisional risks will be presented to the Natural Environment Board for decision on 10 July 2023.

## Current Position

### West Ham Park Risks

8. The West Ham Park Risk Register, summarised below and at Appendix 1, contains ten risks (one RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
  - **ENV-NE-WH 011:** Maintenance of buildings, memorials, play areas and equipment (RED, 16)
  - **ENV-NE-WH 006:** Climate and weather (AMBER, 12)
  - **ENV-NE-WH 013:** Delivery of Capital Projects (AMBER, 12)
  - **ENV-NE-WH 003:** Health and Safety incidents (AMBER, 8)
  - **ENV-NE-WH 004:** Budget reduction and income loss (AMBER, 8)
  - **ENV-NE-WH 009:** Public behaviour (AMBER, 8)
  - **ENV-NE-WH 012:** Recruitment and retention of staff (AMBER, 8)
  - **ENV-NE-WH 014:** Tree failure (AMBER, 8)
  - **ENV-NE-WH 005:** Tree diseases and other pests (AMBER, 6)
  - **ENV-NE-WH 010:** Local planning issues (GREEN, 4)
9. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
10. **‘ENV-NE-WH 014: Tree failure’** has been added to the risk register and is provided in detail at Appendix 1a. There are large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. The risk of failure is increased by the greater frequency of extreme weather events, such as heavy rainfall and high winds. Robust tree management systems are in place to control the impact of the risk, including regular inspections of trees and prioritisation of works; and an effective Extreme Weather Protocol which sets criteria for the closure of West Ham Park during high winds.

### Natural Environment Cross-Divisional Risks

11. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks. The majority of risks on the register are those which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
12. The Cross-Divisional risks are owned by the Natural Environment Director and they have been recently reviewed in collaboration with the Natural Environment Senior Leadership Team.

13. On 10 July 2023, the Natural Environment Board will receive a report on the nine Cross-Divisional risks summarised below (the Summary Risk Register is provided at Appendix 2 of this report for information).

- **ENV-NE 001:** Health and Safety (RED, 24)
- **ENV-NE 003:** Operational Property: Repair and maintenance of buildings and structural assets (RED, 24)
- **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
- **ENV-NE 004:** Pests and diseases (RED, 16)
- **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
- **ENV-NE 005:** Impact of development (AMBER, 12)
- **ENV-NE 011:** Recruitment and retention of staff (AMBER, 12)
- **ENV-NE 010:** Budget pressures (AMBER, 8)
- **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)

### **Risk Management Process**

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

### **Identification of New Risks**

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

### **Corporate and Strategic Implications**

18. 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.

19. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment and City Operations Divisions' emerging strategies.
20. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

## **Conclusion**

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

## **Appendices**

- Appendix 1 – West Ham Park Risks – Summary Risk Register
- Appendix 1a – West Ham Park tree failure risk (detailed)
- Appendix 2 – Natural Environment Cross-Divisional Risks - Summary Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

## **Contact**

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## West Ham Park – Summary Risk Register

Generated on: 14 June 2023



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-WH 011	Maintenance of buildings, memorials, play areas and equipment	16		16			
ENV-NE-WH 006	Climate and Weather	12		6			
ENV-NE-WH 013	Delivery of Capital Projects	12		6			
ENV-NE-WH 003	Health and Safety Incidents	8		4			
ENV-NE-WH 004	Budget reduction and income loss	8		6			
ENV-NE-WH 009	Public Behaviour	8		6			
ENV-NE-WH 012	Recruitment and Retention of Staff	8		6			
ENV-NE-WH 014	Tree failure	8		6			
ENV-NE-WH 005	Tree Diseases and other pests	6		4			
ENV-NE-WH 010	Local Planning Issues	4		4			

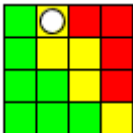
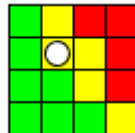

\* **N.B.** Risks with an identical current and target score are those which we have mitigated to the lowest level possible at present. However, we continue to undertake a range of actions to maintain them at their current score, keep them under continual review, and seek opportunities to reduce the level of risk.

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## West Ham Park: Tree failure risk

This risk is reported in detail as it was added to the Risk Register since the date of the last report to your committee.

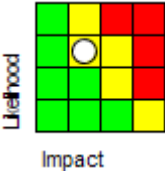
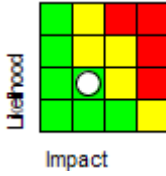

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-WH Page 79 Tree failure	<p><b>Cause:</b> Large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk, as does soil compaction.</p> <p><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. High levels of soil compaction leading to tree health issues.</p> <p><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>	 Likelihood Impact	8	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing West Ham Park in extreme weather conditions.</p> <p>Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible.</p> <p>We are allocating additional resources where needed to manage the tree maintenance programme.</p>	 Likelihood Impact	6	31-Mar-2024	

## Appendix 1a

02-Feb-2023 Jonathan Meares				12 Jun 2023			Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 014a	Continue to comply with established tree management systems.	A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.  Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.	Jonathan Meares	12-Jun-2023	31-Mar-2024
ENV-NE-WH 014b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-WH 006: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightening/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate.	Jonathan Meares	12-Jun-2023	31-Mar-2024
ENV-NE-WH 014c	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy will be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	Jonathan Meares	12-Jun-2023	31-Dec-2023
ENV-NE-WH 014d	Liaise with local authorities regarding possibility of road closures during severe storms.	The Natural Environment Division's Tree Safety Policy will be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	Stefania Horne; Jonathan Meares	12-Jun-2023	31-Dec-2023

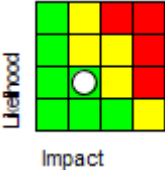
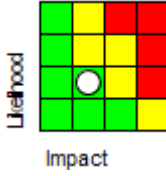



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-WH 005 Tree Diseases and other pests	<p><b>Cause:</b> Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc.</p> <p><b>Event:</b> Sites become infected by plant or tree diseases.</p> <p><b>Effect:</b> Threat to human health, either directly or indirectly. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; site closures (temp) and associated access; increased costs for reactive maintenance.</p>		6	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division (NLOS) is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with</p>		4	31-Oct-2023	

## Appendix 1a

25-Nov-2015 Jonathan Meares				tree damage (which may be associated with pests/disease). <b>25 Apr 2023</b>				Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 005a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is continuing. Information on training is shared through HSIG, Equalities Board, SLT, and other avenues.	Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-WH 005b	Annual tree inspections undertaken by qualified personnel through framework contract.	Tree inspections for Spring and Summer 2023 are being undertaken and resultant works will be carried out. Annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-WH 005d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained.	Jonathan Meares	20-Apr-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-WH 010 Local Planning Issues</b>  <div> <div>Page 83</div> <div>Nov-2015</div> <div>Stefania Horne</div> </div>	<b>Cause:</b> Pressure on planning authorities to meet housing targets and needs. <b>Event:</b> Population increases in the London Borough of Newham cause increased pressure on green space and facilities. <b>Effect:</b> Additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.		4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition of potentially damaging developments, have been effective in reducing the risk. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time.  We continue to liaise with relevant partners and stakeholders as necessary.  <b>20 Apr 2023</b>		4		  Constant
							Accept	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 010a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Communication with London Borough of Newham is undertaken as necessary. Stakeholders, e.g. West Ham Park Committee, are updated as appropriate.		Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-WH 010b	Maintain a close partnership with local planning authorities.	Ongoing. Officers respond to planning issues as necessary. Stakeholders, e.g. West Ham Park Committee, are updated when necessary.		Jonathan Meares	20-Apr-2023	31-Mar-2024



## Natural Environment Cross-divisional Risks – Summary Risk Register

Generated on: 14 June 2023



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE 001	Health & Safety	24		12			
ENV-NE 003	Operational Property: Repair and maintenance of buildings and structural assets *	24		24			
ENV-NE 007	Wanstead Park Reservoirs	24		8			
ENV-NE 004	Pests and diseases	16		12			
ENV-NE 002	Extreme weather and climate change	12		6			
ENV-NE 005	Impact of development	12		6			
ENV-NE 011	Recruitment and retention of staff	12		4			
ENV-NE 010	Budget pressures	8		6			
ENV-NE 009	Failure to implement the Charity Review	6		3			

\* **N.B.** Risks with an identical current and target score are those which we have mitigated to the lowest level possible at present. However, we continue to undertake a range of actions to maintain them at their current score, keep them under continual review, and seek opportunities to reduce the level of risk.



## 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

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

### (D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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<b>Committee(s)</b> Hampstead Heath, Highgate Wood and Queen's Park West Ham Park	<b>Dated:</b> 17 July 2023 17 July 2023
<b>Subject:</b> Senior Officer Recruitment	<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>N</b>
<b>If so, how much?</b>	<b>NA</b>
<b>What is the source of Funding?</b>	<b>NA</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>NA</b>
<b>Report of:</b> Executive Director Environment	<b>For Information</b>
<b>Report author:</b> Rosalina Banfield	

## Summary

Under the Senior Officer Recruitment Procedure, a Chief Officer should report the resignation/ retirement of a senior officer and propose a suggested recruitment timeframe. This report notes the retirement of a senior officer and proposes a recruitment plan.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Assistant Director (Superintendent), North London Open Spaces has submitted a notice of resignation effective 17 September 2023.

### Current Position

2. The post is a critical senior management position and its role and responsibilities have been assessed internally within the Department and TOM phase two and evaluated as a key role in the Natural Environment Division.
3. The job description for the Assistant Director (Superintendent) has been updated as part of the TOM phase two to better reflect the duties of the post holder within the new Environment department. While there have been subtle nuances of emphasis on responsibilities, there has been no change to the main purpose of the post, its grade or duties and responsibilities.

### Proposals

4. Following discussions with the Chairs of Hampstead Heath, Highgate Wood and Queen's Park Committee Chair and West Ham Park Committee and in accordance with the Senior Officer Recruitment Procedure, the Chair and Deputy Chair of Hampstead Heath, Highgate Wood and Queen's Park Committee will be

involved in the permanent recruitment process. The level of involvement will be agreed with the Chair and Deputy.

### **Corporate & Strategic Implications**

5. This is a key senior managerial specialist professional post critical to leading and providing strategic, operational, financial and stakeholder management of these open spaces, ensuring high standards in accordance with the policies laid down by the City of London Corporation and the Corporation's statutory obligations in managing the sites.
6. There will be a small cost associated with the recruitment campaign and this will be met from the Department's Local Risk budget.

### **Conclusion**

7. It is intended to have recruited to the post of Assistant Director (Superintendent) NLOS by the winter of 2023.

### **Rosalina Banfield**

Senior Executive Director Environment  
Environment Department

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