



## West Ham Park Committee

- Date:** MONDAY, 16 OCTOBER 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 (Chair)            | Catherine Bickmore        |
| Andrew McMurtrie (Deputy Chairman) | Rafe Courage              |
| Eamonn Mullally                    | Richard Gurney            |
| James St John Davis                | Councillor Joy Laguda MBE |
| Wendy Mead                         | Justin Meath-Baker        |
| Benjamin Murphy                    | Reverend Simon Nicholls   |
| Oliver Sells KC                    | Councillor John Whitworth |
- Enquiries:** Blair Stringman  
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A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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**

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

### **Part 1 Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public and non-public summary minutes of the previous meeting held on 10 July 2023.

**For Decision**  
(Pages 5 - 10)

4. **WELCOME TO NEW MEMBER - EAMMONN MULLALLY**

Chairman to be heard.

5. **INTRODUCTION TO ASSISTANT DIRECTOR OF OPEN SPACES**

Interim Executive Director, Environment to be heard.

6. **INTRODUCTION TO ASSISTANT DIRECTOR, COMMERCIAL AND CHARITY GOVERNANCE AND FUNDRAISING**

Interim Executive Director, Environment to be heard.

### **Governance**

7. **\*ASSISTANT DIRECTORS UPDATE**

Report of Interim Executive Director, Environment.

**For Information**  
(Pages 11 - 14)

8. **SPORTS STRATEGY**

Interim Executive Director, Environment to be heard.

**For Discussion**

**Operational Property & Budgets**

9. **RISK MANAGEMENT UPDATE REPORT**

Report of Interim Executive Director, Environment.

**For Decision**  
(Pages 15 - 36)

10. **\*OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 3 APRIL – JUNE 2023)  
2023/24 – WEST HAM PARK**

Report of the Chamberlain.

**For Information**  
(Pages 37 - 50)

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

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

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.

**For Decision**

**Part 2 Non-public Agenda**

14. **MINUTES**

To agree the non-public minutes of the previous meeting held on 10 July 2023.

**For Decision**  
(Pages 51 - 52)

## **Governance**

### **15. NATURAL ENVIRONMENT CHARITIES REVIEW**

Managing Director of Bridge House Estates to be heard.

**For Discussion**

## **Operational Property & Budgets**

### **16. WEST HAM PARK DEVELOPMENT PROJECT**

Report of Interim Executive Director, Environment.

**For Decision**  
(Pages 53 - 152)

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

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

## **WEST HAM PARK COMMITTEE** **Monday, 10 July 2023**

Minutes of the meeting of the West Ham Park Committee held at Committee Room -  
2nd Floor West Wing, Guildhall on Monday, 10 July 2023 at 11.30 am

### **Present**

#### **Members:**

Caroline Haines (Chair)  
Andrew McMurtrie (Deputy Chairman)  
Alderman Ian David Luder  
Wendy Mead  
Benjamin Murphy  
Oliver Sells KC  
Catherine Bickmore

#### **In attendance:**

Catherine Bickmore  
Rafe Courage  
Councillor Joy Laguda MBE

#### **Officers:**

Jako Beatrix	- Chamberlain's Department
Emily Brennan	- Environment Department
Simon Glynn	- Environment Department
Clem Harcourt	- Chamberlain's Department
Elisabeth Hannah	- Environment Department
Stefania Horne	- Environment Department
Jack Joslin	- Bridge House Estates
Jonathan Meares	- Environment Department
Ricky O'Garro	- Environment Department
Julia Pridham	- Bridge House Estates
Blair Stringman	- Town Clerk's Department
Edward Wood	- Comptroller and City Solicitor's

### **1. APOLOGIES**

Apologies for absence were received from Justin Meath-Baker, Richard Gurney and John Whitworth.

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

Apologies for absence were received from Justin Meath-Baker, Richard Gurney, Councillor Joy Laguda MBE and John Whitworth.

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

The Committee received the order of the Court of Common Council held at the Guildhall of the City of London on Thursday 27th April 2023, which appointed the Committee and approved its Terms of Reference.

Members were provided, upon arrival, with a corrected version to the Court Order. Noting that James Bromiley-Davis took the vacancy left by Catherine McGuinness and has therefore replaced her on the revised Membership.

**RESOLVED** – That, the Order be noted.

4. **ELECTION OF CHAIRMAN**

The Committee considered the report to elect a Chairman in accordance with Standing Order No. 29.

The Committee received an one expression of interest from Caroline Haines to be elected as uncontested Chairman of the committee.

**RESOLVED** – That, Caroline Haines be declared as Chairman of the Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee considered the report to elect a Deputy Chairman in accordance with Standing Order No. 30.

The Committee received one expression of interest from Andrew McMurtrie to be elected as uncontested Deputy Chairman of the committee.

**RESOLVED** - That Andrew McMurtrie be declared Deputy Chairman of the Committee for the ensuing year.

6. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the previous meeting held on 13 February 2023, be approved as an accurate record.

7. **ASSISTANT DIRECTORS UPDATE**

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

The Committee were informed of unfortunate news about a stabbing incident that had occurred in the afternoon on Sunday 9 July. The Assistant Director expressed her gratitude to all the staff who were present and promptly responded to the situation. It was noted that the police and ambulance services arrived quickly to help and manage the situation. In response, the park was immediately closed to ensure public safety.

Members were informed that the victim, a 16-year-old boy, was transported to the hospital and while his condition is serious and critical, the latest update indicates that at present, he is still alive and is receiving care from medical consultants and the hospital team who are working diligently to save his life. Officers informed the Committee that they are fully cooperating with the police and offering support to assist in their investigation of this crime, as well as the situation in the park.

In response to a question raised by a Member, Officers noted that West Ham Park is a space that caters to a diverse range of people with various interests. Events held in the park provide a platform for engaging with hundreds of community members who come to enjoy the park for their own recreational purposes. These events contribute to the park's wide-ranging use and serve the needs of various groups and visitors. Officers noted to gain a better understanding of the park's usage, the Environment Department are currently collaborating with a company that measures the number of visits, unique visits, and the total amount of visitors who attend the park.

#### **MATTERS ARISING**

The Director of Natural Environment provided a formal thanks to the outgoing Assistant Director/Superintendent, North London Open Spaces.

In the brief time I've been at the Corporation, I've been greatly impressed by Stefani's enthusiasm, drive, leadership skills, and commitment. She has admirably delivered results in the face of challenging circumstances, including the implementation of the Target Operating Model (TOM), the loss of Declan Gallagher and other staff, sickness, and vacancies. Stefani and the team have navigated through these difficulties.

Stefani's energy, insight, creativity, and her proactive approach to the new North London open spaces portfolio and structure have been commendable. She has faced crises and challenges with a positive attitude, always ready to step up. Despite the short time we've worked together, it has been a rewarding experience, and I will miss her. I wish her all the best in her new role, and I extend my thanks on behalf of the team.

The board observed a moment of reflection as requested by the Chairman for the passing of Declan Gallagher. The Assistant Director provided an Obituary.

In his 17 years of service with the City of London Corporation, Declan was a dedicated and professional manager who put his heart and soul into looking after Hampstead Heath and other open spaces in North London.

Thanks to his very positive attitude and extensive experience, he was instrumental in maintaining the highest of standards.

Declan was very passionate about his work and very proud of Hampstead Heath and all the other open spaces he managed, including Queen's Park, Golders Hill Park and West Ham Park.

A lot of the improvements over the years were delivered because of Declan's hard work and determination, starting from the stumpy in Golders Hill Park at the beginning of his career, to the more recent projects such as the renovations of the playgrounds at the Heath Extension and in Queen's Park. He was also involved in the recent transformation of the sport facilities, including the cricket pitches at Parliament Hill and West Ham Park and the Athletics track at Parliament Hill.

Declan was highly respected in the green spaces sector, becoming a judge in the national Green Flag Award scheme. He was very experienced in horticulture and grounds maintenance, and extremely knowledgeable in all the operations needed to maintain our own green spaces to the highest standards. Declan managed a wider team of dedicated staff and under his leadership, the Heath, Queen's Park and – recently - West Ham Park were able to receive awards such as the Green Flag and London in Bloom every year. He was an exemplary manager and leader.

Declan was a lovely man and touched the heart of so many during the years he worked at the City of London Corporation. His funeral, attended by many of his colleagues and friends, was testament to the number of people who loved and respected him. He was respected by staff and stakeholders including the Heath and Hampstead Society, local Friends groups such as QPARA and Friends of West Ham Park, Friends of Kenwood, the Hampstead Gardens Suburb Trust, Heath Hands and many other local groups. He was also respected by the Members of both the Consultative and Management committees and local councillors from Camden, Haringey, Barnet, Brent and Newham, alongside many other local sport clubs and organisations.

His passing was a shock for all. His staff, friends and colleagues have many fond memories of Declan. He was kind, generous and had a great sense of humour. He will be greatly missed but we will cherish his memory.

**RESOLVED** – That Members,

- a) Note the report.
- b) Note the formal thanks to the Assistant Director/Superintendent, North London Open Spaces.
- c) Note the moment of reflection and obituary.

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

The Committee received a report of the Executive Director, Environment providing Members with a review of the delivery of the 2022/23 high-level Open Spaces Business Plan.

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

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

The Committee received a joint report of Chamberlain and Executive Director, Environment comparing the revenue outturn.

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

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



The Committee received a joint report of Chamberlain and Executive Director, Environment regarding the Trustee's Annual Report and Financial Statements for the Year ended 31 March 2022 for West Ham Park (charity registration number 206948).

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

**11. RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Executive Director, Environment providing the West Ham Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division.

Officers noted the Natural Environment Division is conducting an operational property review. Members were informed the review's purpose is to consolidate data about property ownership, usage, and restrictions, especially concerning properties owned by the charity within West Ham Park. As the review progresses, it was noted that Members will have the opportunity to provide input on any related proposals.

**RESOLVED** – That Members confirm, on behalf of the City Corporation as Trustee, that the West Ham Park Summary Risk Register satisfactorily identifies the key risks to the West Ham Park charity and that appropriate systems are in place to effectively identify and mitigate risks.

**12. SENIOR OFFICER RECRUITMENT**

The Committee received a report of the Executive Director, Environment concerning the retirement of a senior officer and proposing a recruitment plan.

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

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

There were no questions in the public session.

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

There were one items of other business.

The new Director of Natural Environment provided a brief introduction noting her excitement to take on the role of Natural Environment Director for the City of London Corporation. The Director informed the Committee of her background as an ecologist with experience in various UK species and habitats, coupled with her work in non-profit organisations, including London Wildlife Trust, Butterfly Conservation, and roles in visitor attractions such as the Zoological Society of London and the Natural History Museum. The Director noted in the month she had in the role; she had been collaborating on the development of natural environment strategies and planned to continue this work through workshops for committees and staff. She noted her other key priorities include the carbon sequestration report, operational property review, and addressing high-risk issues.

15. **EXCLUSION OF THE PUBLIC**  
**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
16. **MINUTES**  
**RESOLVED** – That, the non-public minutes of the meeting held on 13 February 2023 were approved as a correct record.
17. **CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE NATURAL ENVIRONMENT CHARITIES REVIEW**  
The Committee considered a joint report of Managing Director Bridge House Estates and Natural Environment Director.
18. **HISTORICAL INCOME REPORT (2017/18-2023/24) FOR WEST HAM PARK.**  
The Committee received a report of Executive Director, Environment.
19. **PROJECT UPDATE**  
The Committee received a verbal update of Executive Director, Environment.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no non-public questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no non-public items of urgent business.

**The meeting ended at 1.45pm**

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Chairman

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

<b>Committee</b>	<b>Dated:</b>
West Ham Park Committee	16 October 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> Bob Roberts, 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 July 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

### New management positions for the North London Open Spaces.

1. We are delighted to announce the arrival of the new Assistant Director for the North London Open Spaces Team, Bill LoSasso. He is joined by the new Head of Operations and Parks, Charlotte Williams, and also Ciaran O'Keeffe, the new Formal Parks Manager. The Head of Conservation, Jonathan Meares, will be supporting both the Assistant Director and the Head of Operations and Parks until November.

### Nature recovery and Park management

2. The park team are currently working closely with 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.

3. Tree work update – Due to a handover period of the overseeing responsibility of the Tree Management at WHP from City Gardens to the NLOS Tree Team, there has been a period of catching up with overdue tree management tasks undertaken by the term tree contractor (KPS). Since May this year, 12 dead trees have been felled and 23 trees have been pollarded or reduced. The decline in tree health due to soil conditions has affected sycamore, London plane and horse chestnut mostly. This decline in large parkscape trees leaves us with the question of future proofing tree planting selection in terms of replacing species that are struggling in these growing conditions. Six low oak processionary moth (OPM) nests were removed by the NLOS Tree Team after inspection, however the risk of OPM health issues to members of the public and staff is classed as low.
4. Eight trees were planted in the spring, one of these was part of the Queen's Green Canopy scheme. All the trees are in good health and have had a much easier first growing season with the cooler wetter summer we have had. Replacement planting for the trees lost this year due to poor soil health will be carried out in 2024.
5. Although the summer was not as hot as last year, the keepers and gardeners were kept busy ensuring the beds in the ornamental gardens were watered using sprinklers and watering by hand. The occasional rain during the summer meant the grass was constantly growing meaning mowing of the parkland was non-stop this year and is still continuing now.
6. Visitor numbers have been relatively high during the summer. Many families were enjoying picnics and parties in the Park and taking the opportunity to cool down in the waterplay area in the playground. The fatal incident in the Park in early July did cause visitor numbers to drop for several weeks but the reassurance patrols by keepers, Park Guard and police did put the public at ease.
7. The football season has now started and there are two teams using West Ham Park as their home ground. Due to the funfair being sited on the football pitches, they were not quite up to standard. Keepers had to renovate and revitalise the pitches. Pitches were scarified, aerated, seeded, and watered to ensure the pitches are up to a good standard. Work will continue during the season to maintain the condition of the pitches.
8. During the summer we have had in person judging for Green Flag and London in Bloom. We have had great results from the judging, and West Ham Park achieved the Green Flag and gold award in the large park (above 25 acres) London in Bloom category. This is an amazing achievement for us here at the Park and all the staff are delighted with the result. This shows the commitment and hard work that all the staff, volunteers and Friends group put in to making West Ham Park the success that it is.

## **Events**

9. The Park hosted a second funfair this year from the 14th to 16th July that was organised by George Irvin Funfairs. This was not as well attended as the funfair in May, but a great time was had by all those that did attend. Moving forward, we may look at changing the date of the second funfair and hold it later in the year, possibly September.
10. The Arts Workshop held eight art events in the ornamental gardens. The project was run in partnership with West Ham Park, Forest Gate Library and Forest Gate Community Garden was aimed at raising awareness of the benefits of art and open spaces. This project gets more people involved in art, and the organisers thought that West Ham Park was the ideal place to hold these art events.
11. On the 29<sup>th</sup> August West Ham Park was the launch site for a project called 'From The Ground Up'. This is a QR trail exhibition that celebrates nature in West Ham Park. There are a series of QR codes attached to benches in the Ornamental Gardens showing art and animations inspired by visits to the Park by residents from Hamara Ghar supported housing scheme in Newham. The launch day was well attended by Park users, and many were impressed by the exhibition.

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

12. The vegetable garden volunteers have been working extremely hard during the season. They have had a great harvest of potatoes, carrots, lettuce, tomatoes and much more. The group have been working with children who are home schooled, and this has proven very successful. The children are very engaged and enthusiastic to learn about gardening and they enjoy planting.
13. During August the Friends ran a series of Sunday afternoon litter picks with the public to raise awareness of the consequences of littering to the scenery and wildlife. They run a series of four litter picking sessions which were very well attended. The idea was to carry out a ten-minute litter pick, but most families stayed out for much longer. The keepers were glad of the help as litter picking can be a time-consuming task.
14. Friday 22<sup>nd</sup> September saw another very successful bat walk in the Park. The bats put on a brilliant flying display which was enjoyed by about 120 people, most of whom were children. Many commented that they did not realise that there were bats in the Park. The participants were given a short talk on bat habits, what they eat, where they roost and echo location. The bat walk planned for August was rained off.
15. The Friends will bid for funding from the 'People Powered Places' group for the planting around the mounds to create wildlife areas which are visible to everyone.
16. Friends Roger and Lyndsay Jones will be funding the planting of a native hedgerow around the playground to leave a lasting memorial to their time living in

Stratford. Although they have moved from Newham, they will continue to support the Park.

## **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).

### 18. Financial Implications

N/A.

### 19. Legal Implications

N/A.

### 20. Risk Implications

Risks are recorded and monitored via the Departmental Risk Register.

### 21. Equality Implications

N/A

### 22. Climate Implications

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 summer period has been much less stressful for staff with the cooler weather. The Park continues 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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<b>Committee(s)</b>	<b>Dated:</b>
West Ham Park Committee	16 October 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> Bob Roberts, Interim 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 the detailed risk register is provided at Appendix 1.

## **Recommendation**

- A. **West Ham Park Risk Register:** Members are asked to confirm, on behalf of the City Corporation as Trustee, that 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.
- B. **Reporting format:** Risk registers are available in a detailed or summary format. A detailed risk register is appended to this report. Summary risk registers includes the risk title, current and target scores, direction of travel and flight path. Members are asked to decide whether:
- i. they wish to continue to receive a detailed risk registers in each quarterly report; or
  - ii. they would be satisfied with receiving a detailed risk registers every six months and a summary risk register in the two interim quarterly reports, with individual risks being reported in detail by exception.

## **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. This frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Interim Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks held 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 2.



6. The detailed risk register for West Ham Park is summarised in the main body of this report and provided in full at Appendix 1. For each risk, officers are undertaking a range of actions to mitigate the effects.

## **Current Position**

### **West Ham Park Risks**

7. The West Ham Park Risk Register, summarised below and provided in full 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 his Management Team.
8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The risks are listed below with their current score and notes summarising significant recent updates, where applicable.
  - **ENV-NE-WH 011: Maintenance of buildings, memorials, play areas and equipment** (*RED, 16*)  
The details of this risk have been updated to reflect the asset review which is being undertaken across the Natural Environment Division. This work should enable us to reduce the risk score to AMBER 12 by the end of 2024.
  - **ENV-NE-WH 004: Budget reduction and income loss** (*AMBER, 12*)  
The current score of this risk has been increased to 12 (possible/major) to reflect revised budgets. The new operational structure focuses on income generation but, until all vacant posts are filled, we will not have sufficient resources to achieve income targets. We aim to reduce the risk to a score of 8 by the end of the financial year.
  - **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 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*)

### **Risk Management Process**

9. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
10. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).

11. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

### **Identification of New Risks**

12. New and emerging risks are identified through several channels, including:
  - Directly by Senior Leadership 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, e.g., changes to legislation, resource availability, severe weather events.

### **Corporate and Strategic Implications**

13. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
14. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the development of the Natural Environment Division's emerging strategies.
15. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

### **Conclusion**

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

### **Appendices**

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

### **Contact**

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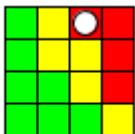
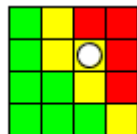

E: [Joanne.Hill@cityoflondon.gov.uk](mailto:Joanne.Hill@cityoflondon.gov.uk)

# West Ham Park Risk Register

Generated on: 28 September 2023



Rows are sorted by Risk Score

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
P 2023-09-28 V-NE-WH Maintenance of buildings, memorials, play areas and equipment	<p><b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme.</p> <p><b>Event:</b> Operational or public buildings, playground equipment and other assets become unusable.</p> <p><b>Effect:</b> Potential serious injury to a member of the public or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delays will have operational impact. Overrun of additional work programme. Lack of budget to replace assets.</p>	 <p>Lielihood</p> <p>Impact</p>	16	<p>We aim to reduce this risk to the target score of 12 by undertaking the following actions:</p> <p>An asset management review is in progress across the whole of the Natural Environment Division; achievement of the following proposed aims will mitigate the risk:</p> <ul style="list-style-type: none"> <li>• Review of how the risk is managed by enabling Natural Environment charities to have a budget to deal with assets and infrastructure repair. This will link to the charity review and internal discussions with other departments.</li> <li>• The review should also give the Natural Environment charities the ability to manage some of the small repairs in-house using local contractors, rather than having to rely</li> </ul>	 <p>Lielihood</p> <p>Impact</p>	12	31-Dec-2024	

## Appendix 1

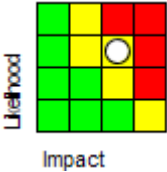
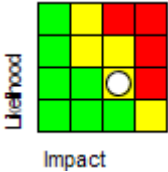
24-Feb-2022 Bill LoSasso; Jonathan Meares				<p>on corporate contracts which can be slow, inefficient and expensive.</p> <ul style="list-style-type: none"> <li>The Assistant Director will oversee detailed asset management plans for the charities which will assess priorities for interventions and budgetary requirements. These asset management plans will be informed by infrastructure surveys where appropriate. A prioritised list of maintenance works will be produced and will be reviewed regularly.</li> </ul>					
				28 Sep 2023				Reduce	Constant

Page 2

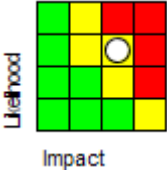
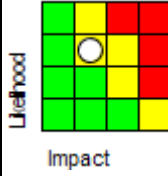

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a	Schedule of statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site.	On site reactive work on operational buildings are monitored and issues fed back at Client Liaison meetings with City Surveyor's Department. Future Client Liaison meetings are yet to be scheduled for West Ham Park. We continue to work with CSD to resolve service delivery issues.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 011b	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 011c	20 year programme of investment and maintenance of all built assets. Review annually.	The Annual Works Programme is reviewed at quarterly Client Liaison Meetings with CSD.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024

ENV-NE-WH 011g	Asset management review	A full review of Natural Environment assets is underway. The outcome will include detailed asset management plans for West Ham Park.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep- 2023	31-Dec- 2024
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## Appendix 1

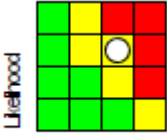
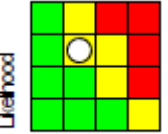

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-WH 004 Budget reduction and income loss  25-Nov-2015 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Budget reduction with in-year unidentified savings. Loss of income from facilities, grants, and other funding streams. <b>Event:</b> Inability to meet approved budgets; cessation of multiple services; reduction in essential repairs and maintenance. <b>Effect:</b> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).		12	This risk has been reassessed at a score of 12 to reflect the review of the revised budgets. The new operational structure is tighter and focussed on income generation but we will not have staff resources to achieve income targets until all vacant posts are filled. The target has been set to reduce the score to 8 by the end of the financial year.  28 Sep 2023		8	31-Mar-2024  Reduce	Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 004a	Monitor budgets monthly and consider income generation opportunities.	Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.		Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Mar-2024
ENV-NE-WH 004b	Appoint Head of Business Development	The new structure includes the appointment of a Head of Business Development for the Natural Environment Division who will focus on income generation.		Bill LoSasso; Jonathan Meares	28-Sep-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
<b>ENV-NE-WH 006 Climate and Weather</b>  <div>Page 23</div>	<b>Cause:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. <b>Event:</b> More frequent and severe storm damage, flooding, and fires. <b>Effect:</b> Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.		<b>12</b>	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.  An Extreme Weather Protocol is in place and has been used several times due to recent storms. This improves our ability to reduce the risk by closing sites before extreme weather events occur.  Increased watering has been carried out during drought conditions.  <b>28 Sep 2023</b>		<b>6</b>	31-Mar-2024	  Constant
							Reduce	

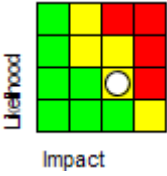
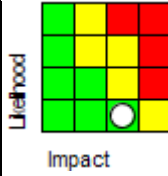
Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 006a	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	Captured in strategic documents, e.g. the City of London Tree Strategy SPD.		Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 006c	Monitor weather warnings: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings.	Our Extreme Weather Protocol is in place, it is currently undergoing its scheduled review and being updated as necessary. The Protocol includes procedures to close the park in high winds. An action log of these decisions is held to monitor patterns. New signage to alert visitors of fire risk has been developed. This is an ongoing action.		Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024

## Appendix 1

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 013 Delivery of Capital Projects</b>  25-Jun-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Lack of Capital Expenditure to support the delivery of essential projects and programmes. <b>Event:</b> Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk. <b>Effect:</b> Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.	 Likelihood Impact	<b>12</b>	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out.  <b>28 Sep 2023</b>	 Likelihood Impact	<b>6</b>	31-Dec-2023	  Constant
							Reduce	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
<b>ENV-NE-WH 013a</b> <b>Page 24</b>	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.		Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Dec-2023



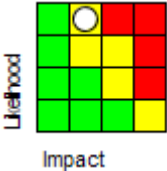
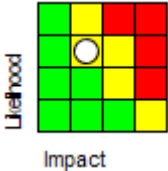
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-WH 003 Health and Safety Incidents</b>  25-Nov-2015 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices. <b>Effect:</b> Injury to staff, volunteers, contractors or members of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.		8	Risk Assessments and Safe Systems of Work (SSoW) are reviewed annually.  The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A short-term Health & Safety Adviser has been recruited by the Departmental Health & Safety Manager and is providing additional technical support for the North London Open Spaces Division.  <b>28 Sep 2023</b>		4	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 003a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Health & Safety Improvement Group.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 003b	A contractor protocol is in place including works undertaken by City Surveyor's Department (CSD) and external contractors. Continued monitoring is required and all contractors must sign up and comply. Regular review of	Contractor protocol has been implemented with existing contractors and is rolled out to new contractors as required. Regular progress meetings with CSD and contractors take place for larger projects. Site reviews any new corporate guidance to see if there is a need to update local guidance.	Bill LoSasso; Jonathan Meares;	28-Sep-2023	31-Mar-2024

## Appendix 1




	documentation and processes in light of investigation findings and change in legislation.		Charlotte Williams		
ENV-NE-WH 003d	Staff roles are linked to essential and desirable training needs. Continual and annual review.	Training programme for staff is ongoing and regularly reviewed.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 003e	Clear roles and responsibilities are set out in documentation and reinforced by training. Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.	All local Risk Assessments and SSoW concerning the public use of facilities, including sports and buildings are subject to annual review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 003f	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024

## Appendix 1

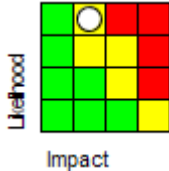
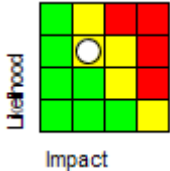
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-WH 009 Public Behaviour</b>  <div>Page 27</div> <div>25-Nov-2015</div> <div>Ben LoSasso; Jonathan Meares</div>	<b>Cause:</b> Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. <b>Event:</b> Litter, dog fouling, dog attacks, public incursions, anti-social behaviour. <b>Effect:</b> Reputational damage, injury to visitors and staff, insurance claims, rise in crime rates. Increase in costs of managing public behaviour.		8	Poor public behaviour is an ongoing issue at the Park and, as a result, the current risk score remains Amber 8 (likely/serious).  Targeted support from ParkGuard is being used to tackle specific antisocial behaviour incidents such as loud music.  Once the new Target Operating Model (TOM) is in place, staff should be in a better position to address issues. We continue to work with the London Borough of Newham's Community Safety Team as necessary.  <b>28 Sep 2023</b>		6	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b	Develop stronger links and become a trusted partner with London Borough of Newham. Develop relationships with officers in other local authorities.	We continue to work with Met Police, schools liaison and SNT's. West Ham Park is very busy and this may increase with good weather and following the opening of the new playground.  We are working with the London Borough of Newham's Community Safety Team where required. We also work in partnership with ParkGuard as necessary.	Ricky O'Garro	28-Sep-2023	31-Mar-2024

## Appendix 1

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 012 <b>Recruitment and Retention of Staff</b>  25-Jun-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of West Ham Park. <b>Event:</b> Inability to maintain the Park to an acceptable standard. <b>Effect:</b> Increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the Park. Increased number of complaints regarding the quality of the Park. Reputational damage.	 Likelihood Impact	8	The current risk score has decreased to Amber 8 as the new structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded.  <b>28 Sep 2023</b>	 Likelihood Impact	4	30-Sep-2024	 Constant
							Reduce	

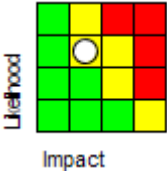
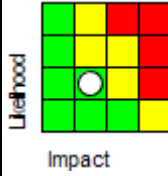

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 012b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway.		Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Dec-2023
ENV-NE-WH 012c	Embed new operational structure.	Support and training will be provided for existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.		Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	30-Sep-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
ENV-NE-WH <b>014 Tree failure</b>	<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>		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>		6	31-Mar-2024	Constant
02-Feb-2023 Bill LoSasso; Jonathan Meares				28 Sep 2023			Reduce	Constant

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.	Jonathan Meares	28-Sep-2023	31-Mar-2024

## Appendix 1

		Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.			
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	28-Sep-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	28-Sep-2023	31-Dec-2023
ENV-NE-WH 014d	Liaise with local authorities regarding possibility of road closures during severe storms.	<p>We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.</p> <p>Further discussions with the relevant local authorities and other parties will be undertaken over the coming months to determine whether this is feasible.</p>	Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Dec-2023

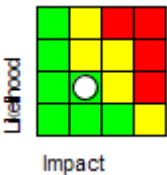
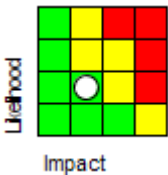

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-WH 005 Tree Diseases and other pests	<p><b>Cause:</b> Inadequate biosecurity, 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>Sooty bark disease of sycamore becomes significant during hot, dry weather conditions.</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>Xylela 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</p>		4	31-Mar-2024	

## Appendix 1

25-Nov-2015 Bill LoSasso; Jonathan Meares				Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).  <b>28 Sep 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 the Health & Safety Improvement Group (HSIG), Senior Leadership Team, and other avenues.	Jonathan Meares	28-Sep-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 were undertaken and resultant works will be carried out. An annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	28-Sep-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	28-Sep-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>Page 33</div> Nov-2015 El LoSasso; Jonathan Meares	<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>28 Sep 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	28-Sep-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	28-Sep-2023	31-Mar-2024

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

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

### (A) Likelihood criteria

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

### (B) Impact criteria

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

### (C) Risk scoring grid

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> West Ham Park Committee	<b>Dated:</b> 16/10/2023
<b>Subject:</b> Operational Finance Progress Report (period 3 April – June 2023) 2023/24 – West Ham Park	<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>	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> Chamberlain	<b>For Information</b>
<b>Report author:</b> Clem Harcourt, Chamberlain's Department	

## Summary

This report provides an update on the operational finance position as @ period 3 (April – June 2023) 2023/24 for West Ham Park's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds and endowment balances held and other relevant finance information which fall within the remit of your Committee.

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

## Recommendation

Members are asked to:

- Note the content of this report and its appendices.

## Main Report

### Background

1. In order to improve financial reporting to Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue budgets and other financial information needed to allow greater scrutiny of the financial performance of West Ham Park, to ensure they remain within the Interim Executive Director Environment's local risk resources for 2023/24.
2. To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a periodic (quarterly) basis. This

approach will allow Members to ask questions and have a timely input into areas of particular importance to them.

### Local Risk Revenue Forecast Outturn 2023/24

- As detailed in the Table 1 below, West Ham Park has an overall net local risk expenditure revenue budget of £639k as reported to the end of June 2023. The current forecast outturn for 2023/24 as @ period 3 (June) is £569k, a forecast underspend of £70k currently.

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

West Ham Park Committee (City's Cash)	Latest Approved Budget 2023/24  £'000	Forecast for the Year 2023/24	
		Projected Outturn  £'000	Variance from LAB  £'000
<b>Total West Ham Park</b>	<b>(639)</b>	<b>(569)</b>	<b>70</b>

- This forecast underspend is part of a wider underspend projected for other services within the Natural Environment Division of £688k reported at the end of June 2023 which is largely attributable to additional income generated at Hampstead Heath. Overall, the Interim Executive Director Environment is forecasting a total net overspend for the Environment Department of £1.427m for 2023/24 on his local risk budget when adjusting for other Service Committees within his remit. The projected overspend as at June 2023 can largely be explained by a loss of income at Heathrow Animal Reception Centre.
- To enable further detailed consideration of West Ham Park, Appendix 1 sets out a more detailed financial analysis of West Ham Park's local risk and central risk monitoring report for period 3, including reasons for significant budget variations.
- The overall local risk forecast underspend of £70k (11%) against the approved budget of £639k is primarily due to savings from staffing vacancies £63k; projected savings on consultancy costs £23k; additional rent income generated £29k; and increased fees & charges income from filming and school sports £25k. This is partly offset by reduced income generated from tennis £52k.

### Local Risk Actual Position to Date

- Appendices 2 and 3 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for the division.
- Appendix 2 highlights that West Ham Park have received actual income to date of £99k against a budget to date of £72k, a favourable variance of £27k. The main income variance to date relates to receiving rental income ahead of expected budget profile £35k due to additional income achieved from the Cedars. This variance is partly offset by income from tennis being £8k less than profiled.

9. Appendix 3 highlights that West Ham Park have incurred actual expenditure to date of £231k against a budget to date of £243k, a favourable variance of £12k. The main expenditure variances to date primarily relate to savings due to staffing vacancies £17k as well as underspends on fees and services consultancy costs and third-party payments totalling £14k. This is partly offset by an overspend of £22k due to additional equipment and materials needing to be purchased for the playground.
10. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.

## Capital Projects

11. Table 2 below outlines the current live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Committee to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
12. For the West Ham Park nursery project, out of a current approved budget of £337k, £227k has been spent or committed to date, leaving a remaining budget of £110k to progress the project to the next project gateway, release of further capital funds or completion. In terms of the West Ham Park playground project, out of a current approved budget of £1.008m, £917k has been spent or committed to date, leaving a remaining budget of £91k.

**Table 2 – Live Capital Projects**

Capital Projects by Division of Service	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
<b>West Ham Park</b>						
West Ham Park Nursery	337,048	337,035	249,751	(22,976)	0	110,260
West Ham Park Playground	1,053,977	1,007,519	891,970	0	25,000	90,549
<b>Total West Ham Park</b>	<b>1,391,025</b>	<b>1,344,554</b>	<b>1,141,721</b>	<b>(22,976)</b>	<b>25,000</b>	<b>200,809</b>

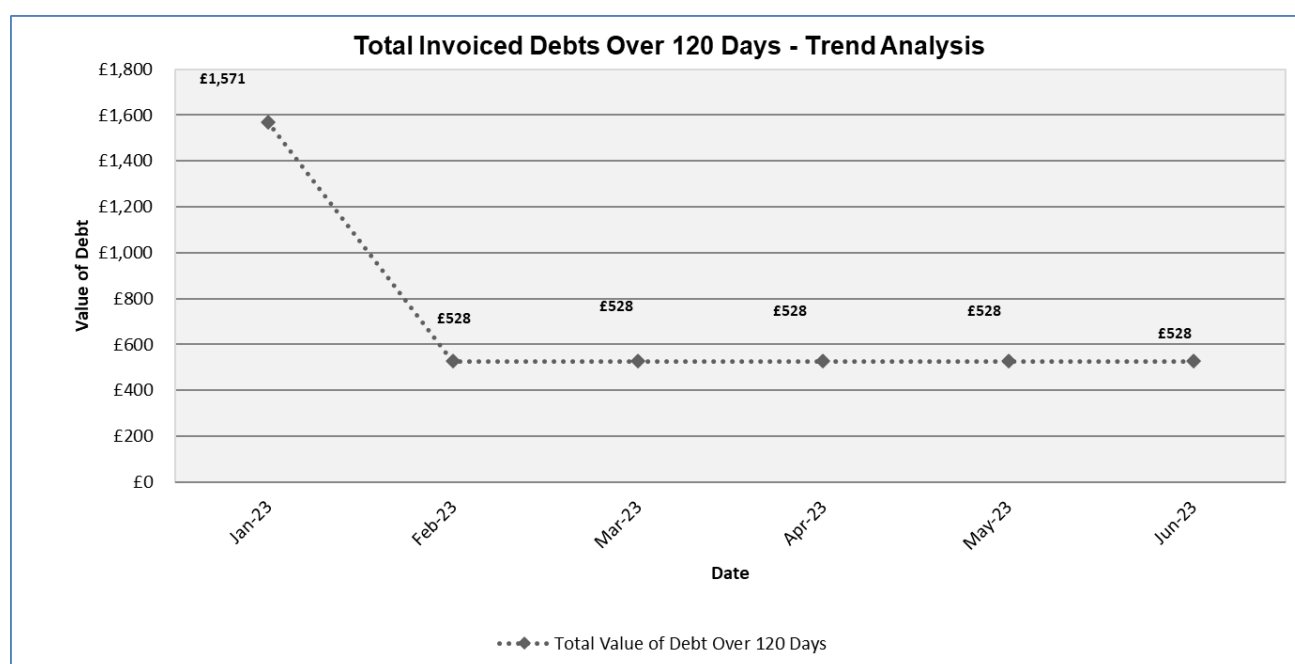
13. The capital bidding process for 2024/25 is currently underway for new capital projects with a pot of £20m being made available within City Fund and £5m for City's Cash services. New capital bids are to be reviewed against the department's overall capital programme and timescales for delivery with bids only expected to be put forward on a by exception basis and on the assumption that the projects will commence in 2024/25.

14. Four new City Cash bids totalling £1.122m have been submitted to the Chamberlain in this process relating to projects at Epping Forest, The Commons and West Ham Park. A decision on whether these will be agreed and further submitted to Members is yet to be made by Priorities Board.

### Outstanding Invoiced Debts

15. At the end of June 2023, total outstanding invoiced debt for West Ham Park was £8,161 out of a total debt for the Natural Environment Division (including City Gardens) of £187,056. Of this West Ham Park debt, £528 (6%) was over 120 days+, £225 (3%) was between 60-120 days and £7,408 (91%) was under 60 days.
16. Table 3 below shows a graphical representation of the total invoiced debts over 120 days+ outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.

**Table 3 – Outstanding Invoiced Debt as @ June 2023 (period 3)**



17. As can be seen from the graph above, outstanding debts over 120 days of £528 as at the end of June 2023 was unchanged from the previous month. This outstanding amount relates to a single debtor in relation to an unpaid invoice for cricket bookings and this debt is currently being pursued by staff at West Ham Park.
18. A further detailed debt report of all outstanding debts (not just the balance over 120 days) as at the end of September 2023 will be provided as per normal business practice to report periodic monitoring for Chief Officers on the level of debt arrears to Service Committees at the Natural Environment Board meeting in December 2023.



## Charity Funds (Restricted, Unrestricted and Endowments)

19. Table 4 below lists the various restricted, unrestricted and endowment funds held by West Ham Park charity. It details the opening balance for the 2023/24 financial year and any movements up to period 3 (April-June 2023).

**Table 4 – Charity Funds (Restricted, Unrestricted and Endowments) June (Period 3)**

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

20. It should be noted that the various charity funds listed above in Table 4 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.
21. Members should also note that the external audit of the West Ham Park charity accounts for 2022/23 is currently taking place and the above opening balances stated for 2023/24 may be subject to revision.
22. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
  - **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Cash funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Cash.
  - **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment (see below):
  - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
  - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

## Deficit Funding

23. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be funded from City's Cash. The table below details the previous years' levels of deficit funding grant made from City's Cash to the various Natural Environment charities, with a forecast of that sum currently projected for 2023/24.

**Table 5 – Deficit Funding by City's Cash**

Charity	Actuals 2019/20 £000	Actuals 2020/21 £000	Actuals 2021/22 £000	Provisional Actuals 2022/23 £000	Estimate 2023/24 £000
Ashted Common	512	511	471	524	472
Burnham Beeches & Stoke Common	1,089	1,036	896	1,051	844
Epping Forest	5,257	5,059	4,527	4,879	5,397
West Wickham & Coulsdon	1,071	1,094	1,046	1,264	827
<b>Epping Forest and Commons</b>	<b>7,929</b>	<b>7,700</b>	<b>6,940</b>	<b>7,718</b>	<b>7,540</b>
Hampstead Heath	6,230	6,451	5,356	4,842	3,461
Highgate Wood & Queen's Park Kilburn	1,348	1,364	1,033	1,255	1,243
<b>Hampstead Heath, Highgate Wood &amp; Queen's Park</b>	<b>7,578</b>	<b>7,815</b>	<b>6,389</b>	<b>6,097</b>	<b>4,704</b>
West Ham Park	1,339	1,279	1,250	1,933	1,127
<b>West Ham Park</b>	<b>1,339</b>	<b>1,279</b>	<b>1,250</b>	<b>1,933</b>	<b>1,127</b>
Keats House	553	348	292	394	300
<b>Keats House</b>	<b>553</b>	<b>348</b>	<b>292</b>	<b>394</b>	<b>300</b>
<b>Total</b>	<b>17,399</b>	<b>17,142</b>	<b>14,871</b>	<b>16,142</b>	<b>13,671</b>

24. As can be seen from the table above, there was an increase in the level of deficit funding provided to the West Ham Park charity in 2022/23 compared with the previous year. This is due to capital expenditure being incurred on the playground project during 2022/23 which required an increase in the level of deficit funding provided by City's Cash. Under the current model, deficit funding provided to the charity covers both any capital expenditure incurred during the year as well as the charity's total net revenue expenditure.

25. The level of capital expenditure incurred during 2022/23 also explains the projected reduction in deficit funding required for 2023/24. This is in addition to a decrease in the City Surveyor's Cyclical Works Programme (CWP) expenditure

forecast to be spent in the current financial year. The CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future years. The carry-over of unspent balances from 2023/24 will be reported to the Operational Property and Project Sub Committee as part of closing of accounts.

### **Other Relevant Financial Issues**

26. Following the implementation of the second phase of the Target Operating Model (TOM2) within the Natural Environment Division, local risk budgets have recently been adjusted to reflect the new staffing structure. This has resulted in a net decrease of £78k to West Ham Park's local risk net expenditure budget and these adjustments will be reflected in the next Operational Finance Progress Report to the end of period 6 (September 2023) due to be reported to your Committee on 04 December 2023.
27. Members may also wish to note that an additional £80k has been agreed from the Transformation Fund to assist the Environment Department in the Operational Property review. This funding is only available until 31 March 2024.

### **Appendices**

Appendix 1 – West Ham Park Local Risk and Central Risk Monitoring Reports @ June 2023 (period 3)

Appendix 2 - Income Performance 2023/24 as @ June 2023 (period 3)

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

### **Contact**

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**Natural Environment - Local Risk Revenue Budget 2023/24 - June (Period 3)**

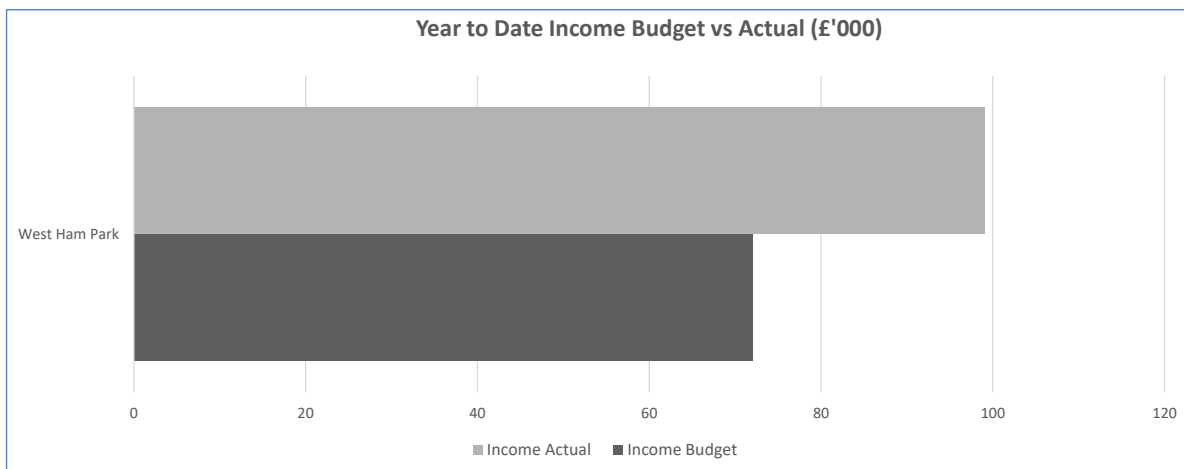
FY 2022/23 Actuals £	WEST HAM PARK	Latest Approved Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Latest Approved Budget 2023/24		
					£	%	
671,249	Direct Employees	695,000	155,121	632,000	(63,000)	-9%	1
1,635	Indirect Employees	11,000	2,027	11,000	0	0%	
50,786	Premises	52,000	22,712	52,000	0	0%	
24,328	Transport	17,000	3,057	17,000	0	0%	
68,533	Equipment, Furniture and Materials	60,000	37,253	75,000	15,000	25%	2
32,164	Fees and Services	68,000	6,547	45,000	(23,000)	-34%	3
6,740	Other	9,000	3,911	12,000	3,000	33%	
107,437	Supplies and Services	137,000	47,711	132,000	(5,000)	-4%	
85	Transfer to Reserve	0	0	0	0	0%	
0	Third Party Payments	15,000	0	15,000	0	0%	
855,521	Total Expenditure	927,000	230,629	859,000	(68,000)	-7%	
(23,756)	Other Grants, Reimbursements and Contribs	0	0	0	0	0%	
(16,195)	Tennis	(72,000)	(4,499)	(20,000)	52,000	72%	4
(43,543)	Other Fees and Charges	(20,000)	(10,853)	(45,000)	(25,000)	-125%	5
(236,620)	Rents etc	(196,000)	(83,686)	(225,000)	(29,000)	-15%	6
(320,113)	Income	(288,000)	(99,038)	(290,000)	(2,000)	-1%	
535,408	Total Net Expenditure - Local Risk	639,000	131,591	569,000	(70,000)	-11%	
25,659	Central Risk Capital Charges	26,000	0	26,000	0	0%	
27,814	Indirect Employees	0	0	0	0	0%	
0	Investment Income	(1,000)	0	(1,000)	0	0%	
53,473	Total Net Expenditure - Central Risk	25,000	0	25,000	0	0%	

**Notes:**

- 1 Underspend on salaries due to changes arising from the new TOM2 structure as well as staff vacancies.
- 2 Projected overspend due to additional materials being required for the playground.
- 3 Projected underspend as a result of savings on consultancy services.
- 4 Reduced income from tennis. This trend is expected to continue for the remainder of the year.
- 5 Additional income achieved from school sports and filming. This is expected to result in the budget being surpassed by year-end.
- 6 Rent and licence income from The Cedars is currently ahead of profile and this is projected to result in income being ahead of budget at year-end.

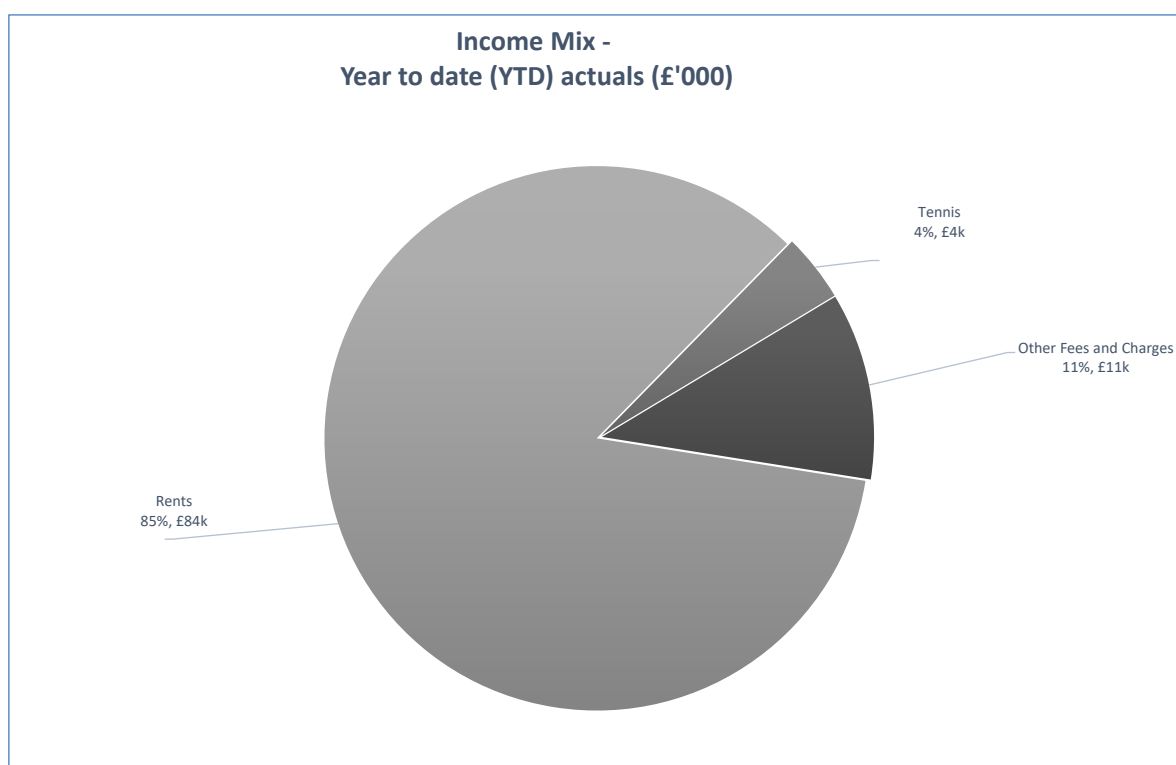
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### West Ham Park - Income Performance 2023/24 - June (Period 3)



**Notes:**

1. The majority of the £27k favourable variance year to date is due to rent income being ahead of the budget profile which is partly offset by a shift in the anticipated levels of participation in certain sports like tennis.



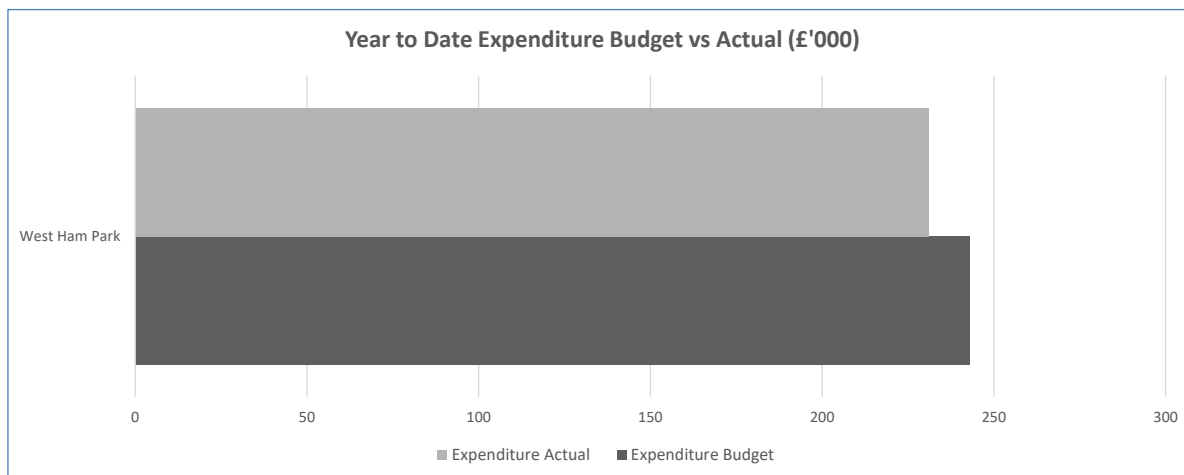
**Notes:**

1. Total year to date actual income as @ June (Period 3) = £99k.
2. Other Fees and Charges relates to other facility and sports like cricket and school sports hire.

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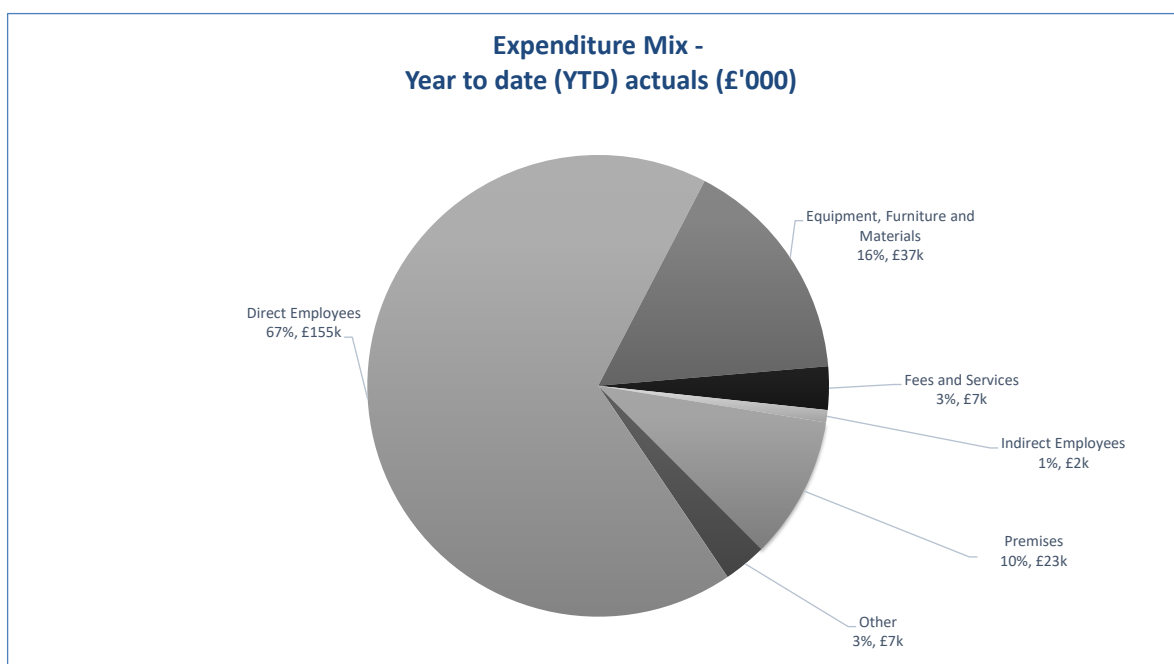


### West Ham Park - Expenditure Performance 2023/24 - June (Period 3)



**Notes:**

1. The favourable variance of £12k mainly relates to savings in salary costs due to vacancies and underspends against profile for fees and services and premises related expenditure. The underspend is partly offset by an overspend attributable to additional equipment and materials purchases being required.



**Notes:**

1. Total year to date actual expenditure as @ June (Period 3) = £231k.
2. Premises costs mainly relate to cleaning & refuse; electricity & gas; rates; repairs & maintenance; water etc.
3. Supplies & Services costs mainly relates to equipment; furniture & materials; communication & computing; livestock; professional fees & services; uniforms etc.
4. Other costs mainly relate to cleansing charges; contingency; third party payments; transport.

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of the Local Government Act 1972.

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