Public Document Pack



West Ham Park Committee

Date: THURSDAY, 17 OCTOBER 2024

Time: 9.30 am

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

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

Enquiries: Callum Southern Callum.Southern@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link: <u>https://www.youtube.com/@CityofLondonCorporation/streams</u>

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

1. **APOLOGIES**

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

3. MINUTES

To agree the minutes and non-public summary of the previous meeting held on 11 July 2024.

> For Decision (Pages 5 - 12)

INTRODUCTION TO THE EXECUTIVE DIRECTOR OF ENVIRONMENT 4.

The Executive Director of Environment to provide an introduction at Committee.

For Information

5. **ASSISTANT DIRECTOR'S UPDATE**

Report of the Executive Director of Environment.

For Information (Pages 13 - 22)

6. **RISK MANAGEMENT UPDATE**

Report of the Executive Director of Environment.

For Decision (Pages 23 - 42)

7. **PROJECT PRIORITISATION PROCESS**

Report of the Executive Director of Environment.

For Decision (Pages 43 - 50)

8. **REPORT ON THE 150TH ANNIVERSARY EVENTS**

Report of the Executive Director of Environment.

For Information (Pages 51 - 54)

9. WEST HAM PARK FORMER NURSERY SITE

Report of the Executive Director of Environment.

For Decision (Pages 55 - 138)

10. DRAFT WEST HAM PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

Joint Report of the Chamberlain and the Executive Director of Environment.

For Information (Pages 139 - 172)

11. OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (PERIOD 5 APRIL - AUGUST)

Joint Report of the Chamberlain and the Executive Director of Environment.

For Information (Pages 173 - 186)

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

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

14. EXCLUSION OF THE PUBLIC

MOTION - 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 Schedule 12A of the Local Government Act.

For Decision

Non-public Agenda

15. **MINUTES**

To agree the non-public minutes and of the previous meeting held on 11 July 2024.

For Decision (Pages 187 - 190)

16. WEST HAM PARK FORMER NURSERY SITE - NON-PUBLIC APPENDIX

Report of the Executive Director of Environment.

Non-Public Appendix of 9. West Ham Park Former Nursery Site.

For Decision (Pages 191 - 196)

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

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Agenda Item 3

WEST HAM PARK COMMITTEE Thursday, 11 July 2024

Minutes of the meeting of the West Ham Park Committee held at Committee Room -2nd Floor West Wing, Guildhall on Thursday, 11 July 2024 at 9.30 am

Present

Members:

Caroline Haines (Chair) Andrew McMurtrie Anne Corbett Eamonn Mullally (Deputy Chairman) Benjamin Murphy Catherine Bickmore Rafe Courage

Officers:

Pauline Mouskis
Niranjan Shanmuganathan
Jack Joslin
Julia Pridham
Anna Cowperthwaite
Emily Brennan
Simon Glynn
Joanne Hill
Jo Hurst
Paul Maskell
Rob Shakespeare
Abigail Tinkler
Jennifer Wood
Callum Southern

- Chamberlain's Department
- Chamberlain's Department
- Chamberlain's Department
- City Bridge Foundation
- City Bridge Foundation
- Comptroller and City Solicitor's
- Environment Department
- Town Clerk's Department

1. APOLOGIES

Apologies were received from James St John Davis and Wendy Mead MBE.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

No declarations of interests were made.

3. MINUTES

3.1 Draft Minutes of the West Ham Park Committee Meeting on 16th May 2024

The Committee recommended amending the draft minutes to add Tim Houghton's name to the list of attendees and adding Justin Meath-Baker to the apologies given.

RESOLVED – That, the public and non-public summary of the meeting held on 16 May 2024 be agreed as a correct record, subject to the agreed amendments.

4. MATTERS ARISING

4.1 **Committee Appointments from the London Borough of Newham**

The Committee noted the re-appointment of Councillor Joy Laguda and Councillor John Whitworth to the West Ham Park Committee by the London Borough of Newham (LB Newham).

The Chair announced a change to the agenda order and moved to Item 13 to exclude the public. The Committee agreed to re-admit the public following discussion of the non-public items and proceeded with the meeting from Item 5.

5. *ASSISTANT DIRECTOR'S REPORT

The Committee received a report of the Natural Environment Director concerning an update on matters relating to West Ham Park since the last Committee meeting on 16 May 2024.

During the discussion, the following points were made:

- a) Thanked Officers for the work toward the Green Flag Assessment and London in Bloom, as well as the 150th anniversary of West Ham Park event.
- b) Members considered what the existing CCTV arrangement was at West Ham Park. Officers reported that CCTV was in place and were monitored from 8am-5pm and recordings were available for when the Park was shut.
- c) Officers reported they had a meeting with the Lawn Tennis Association (LTA) and noted that the space for supporting padel would require floodlighting and planning permission.
- d) It was confirmed by Officers that any felled coppice branches would be left near the parent tree, which would be good for saproxylic invertebrates, if there was no threat of an arson attack.
- e) The Committee discussed the income generation potential of padel at West Ham Park and noted it was part of the Corporation's Sports Strategy.

- f) Officers informed, in response to questions about waste collection, that waste was now taken to a landfill site where it was separated; Officers indicated they were happy to provide more information on that.
- g) Concerns were raised regarding compaction following large events. Officers responded a site risk assessment was carried out before large events, with additional matting and protective fencing installed to protect the trees and grass.

RECEIVED.

6. **RISK MANAGEMENT UPDATE**

The Committee received a report to provide the Committee with assurance concerning risk management procedures for West Ham Park.

During the discussion, the following points were made:

- a) Officers informed the Committee that one risk had been removed relating to recruitment as all the staff vacancies at West Ham Park had been filled.
- b) Member requested that the next report state exactly which assets' condition was declining, and the work required to repair them. Officers indicated that condition surveys were being carried out.
- c) Officers were in contact with City Surveyors to prioritise where the backlog of maintenance funding needed to be directed.
- d) The Committee expressed the importance of a positive relationship between the Natural Environment Division and City Surveyors, particularly regarding planning when works can be carried out.
- e) It was considered what was preventing West Ham Park from moving to a rated 6 to a 4 in relation to pests and disease. Officers reported that the Park was under control regarding oak processionary moths (OPM) but warned it was cyclical and surveillance would be carried out based on caterpillar identified. Massaria disease had also been found in the Park.
- f) Members suggested incorporating turnover, sickness and health and safety into the risk register.
- g) Discussed whether all the staff at West Ham Park were City of London employees. Officers noted all the positions were permanent but agency workers were relied upon to cover Annual Leave, sickness and opening and closing of the Park.
- h) The Committee requested a colour key on the risk register, Officers assured this would be done in future.

- i) Officers accepted that anti-social behaviour could be an issue at the Park and noted they were working with the Metropolitan Police to tackle it.
- j) Officers indicated they were looking into suicide prevention training for staff as the park had become a hot spot for suicidal individuals. The Chair requested more information on this.
- k) The Committee considered whether staff had training to handle dangerous dogs. Officers advised there was no specific training but would look into. The Chair requested an update on this for the Autumn.

RESOLVED – That, Members confirmed, on behalf of the City Corporation as Trustee, that the West Ham Park Summary Risk Register satisfactorily identified the key risks to the West Ham Park charity and that an appropriate risk management process was in place.

7. ***REVENUE OUTTURN 2023/24**

The Committee received a report which compared the revenue outturn for the services overseen by West Ham Park Committee in 2023/24 with the final budget for the year and it was noted that, in total, there was an unfavourable budget position of £62,000 for the services overseen by the Committee compared with the final budget for the year.

During the discussion, the following points were made:

- a) The Committee enquired what the process was for recharges and allocated costs. Officers explained that individual service departments were responsible for setting their own risk budgets which was recharged based on the cost allocation formula dependent on the service.
- b) Concern was expressed over accountability when referring to the 'local team' Officers indicated the Environment Department was in control of its local risk budget, followed below that by the City Surveyor, Budgets and Repairs & Maintenance; the cyclical works programme fell under the City Surveyor.
- c) The need for clarity across the Environment Department was expressed by Members regarding recharges and allocated costs.
- d) Officers suggested that the full review of central support service recharges would be completed in 2024/25 and recharges was being looked at as part of the charity review.
- e) It was confirmed by Officers that £1.248m was the net revenue running cost of West Ham Park which would be funded through deficit funding to the charity. The Committee indicated the terminology of the report needed to be clarified.

RECEIVED.

8. *UPDATE REPORT ON 150TH ANNIVERSARY CELEBRATION

The Committee received a report providing an update to Members on matters related to the 150th anniversary celebration of West Ham Park's transfer to the City of London Corporation since the last Committee meeting of 16 May 2024.

During the discussion, the following points were made:

- a) The Committee queried whether the Education Team was part of the project cost. Officers confirmed it was not and came from the Learning budget.
- b) It was questioned by Members whether events needed to be prebooked. Officers confirmed some events were pre-booked, such as the walk with Dominic Cole, but most events were not; the events with West Ham United Foundation (WHUF) and Capital Cricket were not.
- c) Officers confirmed they had hired a video producer over both days; WHUF were also going to display footage from the event at the London Stadium for the first game of the season.
- d) Members considered whether St. John's Ambulance and first aid trained responders would be on site. Officers confirmed that First Aid Direct were involved; as well as an ambulance, a doctor, and a paramedic in attendance.
- e) Questions were raised as to whether community officers from the police or stewards would be available in the event of problems. Officers confirmed they had hired Taur Security who were previously used for the Night of the 10,000m PB'S event at Hampstead Heath.
- f) Members enquired into food, drink and toilet provisions. Officers indicated they were using the same company used for Newham Green Fair for toilet provision and gazebos and food and drink vendors were being brought in from the same event who were licensed by LB Newham.
- g) In response to timings of the event by Members, Officers noted they were wary of publicising timings too early in concern for visitors rushing to one particular event.

9. LEARNING ACTIVITIES FOR WHP 150 - VERBAL UPDATE

The Committee received a verbal update from Officers on Learning Activities for the West Ham Park 150th anniversary events.

10. REVIEW OF LEARNING AND HERITAGE ASSETS AND ACTIVITIES

No questions were raised with Officers by the Committee.

RECEIVED.

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

No questions were raised.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

The Chair indicated that Away Day dates would be circulated to Committee Members soon.

The Chair informed Members that the Natural Environment Board dinner on 22 January 2025 would have a strong West Ham Park element to it and asked Members to let the Natural Environment Director know of any additions needed to the guestlist.

13. EXCLUSION OF THE PUBLIC

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

14. MATTERS ARISING

14.1 Enjoying Green Spaces and the Natural Environment Funding Programme for 2023-24 - Verbal Update

15. WEST HAM PARK FORMER NURSERY SITE

The Committee received a report of the Natural Environment Director.

16. *NATURAL ENVIRONMENT CHARITIES – INCOME ANALYSIS AND PRIORITIES

The Committee received a report of the Natural Environment Director.

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

No non-public questions were raised.

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

No other business that the Chairman considered urgent was raised.

The meeting ended at 10.53 am

Chairman

Contact Officer: Callum Southern Callum.Southern@cityoflondon.gov.uk This page is intentionally left blank

Committee(s):	Dated:
West Ham Park Committee	17 October 2024
Subject: Assistant Director's Update Report Q2 2024-25 (July – September)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	-Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Katie Stewart, Executive Director of Environment	For Information
Report author: Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces	

Summary

This new report format has been developed in agreement with the Committee Chairman. It reports on key accomplishments against the four strategies of the Natural Environment Division, which were released in January 2024. As noted, this is a new reporting format that is likely to evolve.

Recommendation(s)

Members are asked to:

• Note the report.

Main Report

Current Position

1. This quarterly report format and content has been amended to align reporting with the objectives of the Natural Environment Strategies, and the forthcoming

Business Plan currently being created for the period 2025-2030. The revised reporting process is still being developed and further refinements will occur. The revised report structure provides a more detailed breakdown of activities in Appendix 1, with summary details and key points highlighted in the following report.

Nature Conservation and Resilience

- 2. Officers progressed a number of actions that furthered this Natural Environment strategy, focused on strategy themes of enhancing biodiversity and establishing a natural capital-based management process.
- 3. These activities include initiation of the updated management plan for West Ham Park, the gardening team's development of a partnership with a local volunteer, and review of the natural capital audit that was completed earlier this year to explore continuous improvement opportunities. Further detail is outlined in Appendix 1.

Community Engagement

- 4. Officers progressed a number of actions that furthered this Natural Environment strategy, focused on strategy themes of creating meaningful and lasting partnerships, removing barriers to participation at West Ham Park, cultivating a sense of pride and attachment to the park among users, and exchanging information between the City of London Corporation and open space users.
- 5. The activities include working with external stakeholders and partners, including Friends of West Ham Park, the 150th anniversary celebration of the park, attainment of another Green Flag for the park, an audit of public-facing information to improve accessibility and customer experience, and engagement and communication with stakeholders to seek to reinforce positive behaviours due to an increase in anti-social behaviour in the park in recent months.
- 6. Further detail is outlined in Appendix 1.

Access and Recreation

7. Officers progressed a number of actions that furthered this Natural Environment strategy, focused on strategy themes of balancing the needs of visitors with the park's natural and heritage assets, improving the customer journey for visitors, providing a park that is welcoming to all, and cultivating visitors who care for the park through their own behaviours.

- 8. The activities include updating the park's management plan, auditing available public-facing information, continuing our successful partnership with the Natural Environment Learning Team and Friends of West Ham Park, and delivering the successful 150th anniversary celebration.
- 9. Further detail is outlined in Appendix 1.

Learning and Heritage

10. Progress against this strategy will be reported by the Learning Team in their separate report.

Income Generation

- 11. Income generation at West Ham Park remains aligned with past practice, relying primarily on user fees and charges for sports pitch hire, bandstand hire, and small events.
- 12. A previously reported to this committee, a new Head of Development & Partnerships role was created during TOM2 to support NLOS's income generation and fundraising activities. This role is critical given the current fiscal constraints of the City Corporation, the projected loss in real spending in FY'2025-26 due to the local risk budget uplift being less than inflation, and the post-TOM direction that West Ham Park Charity is more responsible for generating income to fund its operation.
- 13. The role has been vacant for more than one year, and a recruitment was unsuccessful earlier this year. Officers have sought to amend the grading of the role following the unsuccessful recruitment, and another recruitment will occur once the HR process has concluded.

Conclusion

14. Officers have made progress against numerous objectives of the Natural Environment strategies, as outlined above. Not all objectives will be furthered in each quarter / reporting cycle, and officers will report continued progress in future reports.

Appendices

15. Appendix 1 – Progress against key objectives / actions (categorised by Natural Environment Strategy).

Bill LoSasso

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

Progress against the Natural Environment Strategy Action Plans and Business Plan objectives

Quarter 2, 2024-25 (July, August, and September)

1	Nature Conservation & Resilience			
	Theme	Objective	Progress	Also contributes to
1.1	Protect and enhance the biodiversity of our open spaces	 Management plans are in place to ensure that their biodiversity and natural assets are conserved, engaged with stakeholders, and are implemented 	 Officers are updating the management plan for West Ham Park (and all management plans across NLOS), which will be presented to this committee at the December 2024 meeting. A consultant has been retained to support that effort. 	Community Engagement Access & Recreation Learning & Heritage
Page 17		2. Volunteer involvement in biodiversity monitoring and habitat restoration	2. The gardening team now has a regular volunteer who works twice a week every Tuesday and Thursday. He is an experienced volunteer who studies horticulture and volunteers at one of the Royal Parks. He is helping with tasks such as dead heading the perennials, roses, trimming the informal hedges in the rose garden and carrying out some horticultural research for future landscape projects.	
1.2	Increase the resilience of our open spaces within a wider, interconnected natural landscape	 Climate resilience plans prepared for each open space 	•	

1	Nature Conservation & Resilience			
	Theme	Objective	Progress	Also contributes to
1.3	Establish a natural	Baseline natural capital valuation for NED	The natural capital audit has been	Community Engagement
	capital-based	undertaken	completed and is being reviewed for	
	management process		opportunities of expansion of benefit at	Access & Recreation
	across our open		West Ham Park. Opportunities will be	
	spaces.		reflected in the 2025 annual work plan.	

2	Community Engagement			
	Theme	Objective	Progress	Also contributes to
2.1	Partnership: Creating meaningful and lasting partnerships	Cultivate and support successful partner organisations that support us in mission delivery	Officers continue to work with external groups and partners to engage them in caring for West Ham Park, including	Nature Conservation & Resilience
-			Friends of West Ham Park and a community-wide engagement during the	Access & Recreation
Page 1			150 th anniversary celebration. The gardening team now have a regular volunteer, as noted above.	Learning & Heritage
9 <u>2</u> .2	Removing barriers: Identifying and removing barriers to participation in our spaces and work	Implement a holistic approach to community engagement that encourages active participation	The 150 th anniversary celebration created a community-wide engagement opportunity to deepen connections with the park, demonstrate that West Ham Park is welcoming and accessible to the entire community, showcasing a variety of potential activities possible at the park (tennis, cricket, learning activities, etc) and engaging with the community in a variety of relevant ways.	Nature Conservation & Resilience Access & Recreation Learning & Heritage
2.3	Ownership: Cultivating a sense of deep pride in and attachment to	 Facilitate a deep sense of pride in and attachment to our open spaces among user groups and communities 	 150th anniversary celebration and partnership with FoWHP, and gardening volunteer. 	Nature Conservation & Resilience Access & Recreation

	our spaces amongst users	 Create opportunities for user groups and communities to provide additional resource to the Corporation to support mission delivery 	 150th anniversary celebration and partnership with FoWHP, and gardening volunteer. 	Learning & Heritage
2.4	Thriving spaces: Creating spaces that attract people and improve their lives	 Improve health and wellbeing through our open spaces though successful and effective community engagement 	 150th anniversary celebration and partnership with FoWHP, and gardening volunteer. Activities of Learning Team. 	Learning & Heritage
Page		 Deliver well-managed spaces that are widely understood as destinations for improved health and wellbeing 	 150th anniversary celebration, attainment of Green Flag award in July 2024 demonstrates the best practice management of West Ham Park, success of the free Swing Gym at the park that offers free access to weight-lifting equipment. 	
ge 19		3. Provide a diverse mix of opportunities for enrichment at our open spaces	3. 150 th anniversary celebration and partnership with FoWHP. Officers are exploring the potential to install Padel in the park, which would expand the overall offer.	
2.5	Knowledge exchange: Continuous transfer of information between the Corporation and its	 Ensure easy access to information about the Corporation, its open spaces, and our management practices 	 Officers are performing an audit of all NLOS webpages on the corporate website. While NLOS does not have control over the website, we are ensuring that information available is 	Nature Conservation & Resilience Access & Recreation
	customers		as accurate and as accessible as possible in the absence of a modern website being created by the City Corporation.	Learning & Heritage

	2. Catalyse improved behaviours in our spaces where needed	2. Officers have been communicating positive behaviours in an effort to reinforce them amidst increased ASB in the park. Officers have further developed an internal NLOS Communications Group to regularly inform our Communications Team of positive behaviours needed/to be promoted in all NLOS spaces, and problematic behaviours to message against (eg, cycling dangerously).
Page	 Ensure greater understanding among members of the public of the Corporation's efforts to preserve and care for our spaces 	 Communications as per above and 150th anniversary celebration.
20	 Improve service delivery by the Corporation at its open spaces through information exchange 	4. Engagement with stakeholders in creation of the management plan will ensure that local feedback is considered and incorporated.

3	Access and Recreation			
	Theme	Objective	Progress	Also contributes to
3.1	Balance the needs of	1. Plan for increased visitor numbers and	1. Officers are updating the	Nature Conservation &
	visitors with the	improve durability of honeypot locations	management plan for West Ham	Resilience
	requirements of		Park, which will be presented to this	
	protecting the natural		committee at the December 2024	Community Engagement
	and heritage assets of		meeting. A consultant has been	
	the open spaces		retained to support that effort.	Learning & Heritage
			Visitor numbers are tracked by a paid	

3	Access and Recreation			
	Theme	Objective	Progress	Also contributes to
			service that tracks mobile phone presence in the park. In addition, our communications efforts to influence behaviours furthers this objective.	
		 Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented 	 Management plan creation as per above. In addition, our communications efforts to influence behaviours furthers this objective. 	
3.2	Enable the best possible visitor journey, creating the right information	 Provide easily accessible, clear and exemplary pre-visit information through digital platforms 	 Audit of website as per above, and communications via social media supports the pre-visit journey. 	Community Engagement
Page 21	from pre-visit to a stress-free and enjoyable on-site experience			
3.3	Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore	 Work with partners to develop outreach to ensure wider audiences or are aware of and able to access sites 	 Our partnerships with the Natural Environment Division Learning Team and FoWHP expands the total number and overall quality of activities and opportunities for engagement in the park 	Community Engagement Learning & Heritage
3.4	Build understanding and knowledge about the open spaces. Visitors will respect one another and will care for and	 Respectful use of facilities and sites will be encouraged through engagement and instruction 	 150th anniversary celebration, communication of positive behaviours and work of on-site team further this objective. Retention of Parkguard to provide a supplemental enforcement and security presence 	Nature Conservation & Resilience Community Engagement Learning & Heritage

3	Access and Recreation			
	Theme	Objective	Progress	Also contributes to
	advocate for the		in the park is necessary to support	
	sites.		appropriate behaviours.	

4	Learning and Heritage
-	ress in the performance and delivery of this strategy will be reported by the Culture & Projects Team of the Natural Environment Division.
	tional delivery of Learning and Heritage objectives are supported by the partnership with Friends of West Ham Park and strongly supported by the anniversary celebration.

Committee(s)	Dated:
West Ham Park Committee	17 October 2024
Subject:	Public
Risk Management Update Report	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	 Leading sustainable environment
	 Providing excellent services
	 Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	Νο
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	For Decision
Katie Stewart, Executive Director of Environment	
Report author:	
Joanne Hill, Business Planning and Compliance Manager	

Summary

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

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

The risks held by the West Ham Park charity are summarised in this report and the detailed risk register is provided at Appendix 1.

The highest risk for West Ham Park remains 'Decline in condition of assets' which is currently scored at Red 16 (likely to occur, with a major impact). Officers are working closely with colleagues in the City Surveyor's Department and other corporate departments to assess, allocate and prioritise the funding to areas of most need. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the Risk 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 risk.

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 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 team, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 2.
- 6. The 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 nine risks (one RED, seven AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.

- 8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
- 9. The highest risk for West Ham Park remains the 'Decline in condition of assets' which is currently scored at Red 16 (likely to occur, with a major impact). The main cause of this risk is the backlog of repair and maintenance works required to be undertaken on the charity's built assets. Additional funding to address the backlog of maintenance works across the Corporation has recently been approved. Officers are working closely with colleagues in the City Surveyor's Department and other corporate departments to assess, allocate and prioritise the funding allocated to the Environment Department to areas of most need. In addition, asset registers for built assets are being reviewed and improvements to cross-departmental collaboration are being developed. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
- 10. Officers continue to take action to address the risk of '**impacts of anti-social behaviour on staff and site**'. Supplementary security services were used effectively during the busy summer period in response to incidents of anti-social behaviour. A departmental approach is being trialled to tackle abuse of staff, including rapid reporting. A local process has also been implemented to ensure recording of all incidents and relevant staff training is being organised.
 - ENV-NE-WH 011: Decline in condition of assets (RED, 16)
 - ENV-NE-WH 004: Budget pressures (AMBER, 12)
 - ENV-NE-WH 006: Adverse impacts of extreme weather and climate change (AMBER, 12)
 - ENV-NE-WH 003: Risk to health and safety (AMBER, 8)
 - ENV-NE-WH 009: Impacts of anti-social behaviour on staff and site (AMBER, 8)
 - ENV-NE-WH 014: Tree event or failure (AMBER, 8)
 - ENV-NE-WH 005: Negative impacts of pests and diseases (AMBER, 6)
 - ENV-NE-WH 010: Negative impacts of development and encroachment (*GREEN*, 4)

Risk Management Process

- 11. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
- 12. 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).
- 13. 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

- 14. 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.

Corporate and Strategic Implications

- 15. 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.
- 16. 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 Volunteering Strategies. Risks are also being considered as part of the Natural Environment Division's strategies.
- 17. 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

18. 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

Joanne Hill, Business Planning and Compliance Manager, Environment Department T: 020 7332 1301

E: <u>Joanne.Hill@cityoflondon.gov.uk</u>



West Ham Park Risk Register

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	Flight path
EV-NE-WH Decline in Assets N	Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance. Event: Operational and public buildings further decline, becoming unusable and/or unsafe. Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources.	Impact	 Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential. Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need. Asset registers for built assets are undergoing review and being transferred into a new system with additional information. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments. 		31-Dec-2025	

I	Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.		The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over management and investment in their assets. 13 Sep 2024			Reduce	
---	--	--	--	--	--	--------	--

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
ENV-NE-WH 011a Condition of assets Page ENV-NE-WH	Review condition of assets in conjunction with City Surveyor's Department.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. CSD owns, and makes decisions on, the budget for works. This is an ongoing action and is kept under review.		13-Sep-2024	31-Dec-2024
ENV-NE-WH De Annual bendding inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are undertaken in conjunction with the City Surveyor's Department (CSD) and are contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this. A light-touch condition survey of staff accommodation has been carried out but identification and allocation of resources to carry out necessary works has yet to be confirmed. In the meantime, all defects notified by tenants continue to be reported to CSD for action. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024
ENV-NE-WH 011g Asset review	Asset management review	A full review of Natural Environment assets is underway. The outcome will include a comprehensive asset register for West Ham Park which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.		13-Sep-2024	31-Dec-2024
ENV-NE-WH 011h Liaison with City	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs	The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders, but there have been delays in liaison between the client and City Surveyor's Department (CSD). Officers are continuing to work with CSD to resolve service delivery issues.	Bill LoSasso; Jonathan	13-Sep-2024	31-Dec-2024

Surveyor's Department	and Maintenance and Projects.	This is an ongoing action and is kept under review.	Meares; Charlotte		
			Williams		

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	Flight path
ENV-NE-WH 004 Budget pressures 25-Nov-2015 BH LoSasso	Cause: Reduced budgets, insufficient income generation, expanding demand on services, and aging assets requiring investment. Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets. Effect: Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.	Inpact	The new operational structure devotes staff resource to develop income generation - we are liaising with HR colleagues on recruitment to the post of Head of Development and Partnerships. The date by which we aim to reduce this risk to the target score is the end of the financial year. This reflects the time needed for the new post holder to be recruited and for the effect of their work to begin to be realised. 13 Sep 2024	Impact	31-Mar-2025 Reduce	

Ç	U)	
r		٦	

O ion no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 004a Budget monitoring	income generation opportunities.		Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-WH 004b Appoint Head of Development and Partnerships	Partnerships	London Open Spaces. We are liaising with HR on recruitment to this post. Once on board, the post holder will focus on income generation.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE-WH 006 Adverse impacts of extreme weather and climate change 25-Nov-2015 Unathan trares; Carlotte Williams	Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought. Event: More frequent and severe storm damage, flooding, and fires. Effect: Injury or death to staff, visitors, contractors and volunteers. Damage to flora and fauna. Damage to property (City of London owned property and that of neighbours and service users). Disruptions to service delivery. Temporary site/area closures. Increased demand for staff resources to respond to incidents and maintain site safety. Increased costs for reactive management and insurance claims.	Inpact	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 successfully implemented several times due to recent storms. This improves our ability to reduce the risk by closing the site before extreme weather events occur. Increased watering is carried out during drought conditions. 13 Sep 2024	Impact 6	31-Dec-2024 Reduce	

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
	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.	ongoing action.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024
006c Monitoring of	index, hydrological outlook and water situation reports. Use staff email to advise on	Our Extreme Weather Protocol is in place, it has recently been reviewed and 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. Signage to inform visitors of fire risk has been developed. This is an ongoing action.	Jonathan Meares; Charlotte Williams	1	31-Dec-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 & Scor	ore	Target Date/Risk Approach	Flight path
ENV-NE-WH 003 Risk to health and safety	Cause: The operation of a large public green space, such as West Ham Park, carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors. Event: Incident or accident with health and safety implications. Effect: Injury or death of a member of the public, volunteer, staff or contractor. Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation. Reputational damage.	Impact	8	The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&S) management, including audits, inspections, communications and staffing. Officers are proactively addressing H&S issues and working closely with the departmental and corporate H&S teams. Work is ongoing to clearly define roles and responsibilities pertaining to H&S management across the North London Open Spaces. 13 Sep 2024	Impact	4	31-Mar-2025 Reduce	

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
	Continue to develop a culture of proactively 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 Departmental Health and Safety Improvement Group. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff.		13-Sep-2024	31-Mar-2025
ENV-NE-WH 003g Health and safety site audits	Continue to undertake regular health and safety audits.	Fire Risk Assessments; water safety assessments; and full review of Safe Systems of Work (SSoW) have been, and continue to be, undertaken. This is an ongoing action which is reviewed regularly.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
003h Health		Departmental, Divisional and Sub-Divisional Health and Safety meetings are held regularly. Relevant officers attend and participate in these meetings.	Jonathan Meares; Charlotte	13-Sep-2024	31-Mar-2025

meetings	Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	This is an ongoing action.	Williams		
ENV-NE-WH 003i Playground inspections	Annual RoSPA inspections of playgrounds.	 Annual RoSPA inspections of all playgrounds are carried out every October. Training has been provided to relevant staff to enable them to carry out weekly and monthly inspections of playgrounds. A Playground Working Group has been established to discuss ongoing maintenance of playgrounds. A best practice guide for the design, creation, installation and maintenance of playgrounds is being developed. 	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

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	Flight path
	 Cause: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. External societal environment, gang conflict. Event: (Knife) crime; anti-social behaviour including litter, dog fouling, dog attacks, public incursions. Effect: Reputational damage; injury to visitors and staff; negative impact on mental health and wellbeing of staff; insurance claims; increased costs to manage effects of damaging public behaviour. 	Impact 8	 Poor public behaviour is an ongoing issue at the Park and, as a result, the current risk score remains Amber 8 (likely/serious). Supplementary security services were used effectively during the summer in response to antisocial behaviour incidents. We continue to work with the London Borough of Newham's Community Safety Team. 13 Sep 2024 	Impact	6	31-Mar-2025 Reduce	
D Action no, The,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b Develop and improve joint working to protect sites	Develop appropriate partnerships as needed.	We continue to work with the Met Police; schools liaison; Friends of West Ham Park; Safer Neighbourhood Teams and security companies. West Ham Park is very busy, increasingly so in periods of good weather and school holidays. This is an ongoing action.			Ricky O'Garro	13-Sep-2024	31-Mar-2025
ENV-NE-WH 009c Departmental 'Abuse of Staff Policy'	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy. Methods are being developed to ensure incidents are reported and actions taken as necessary. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff.			Bill LoSasso	13-Sep-2024	31-Mar-2025
ENV-NE-WH 009d Staff training	Provide training for staff on conflict management.	First-time or refresher training fo departmental arrangement.	r staff on conflict management is being organi	ised as part of a	Bill LoSasso; Charlotte Williams	13-Sep-2024	31-Mar-2025

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	Flight path
Page Solution Description Desc	Cause: 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. Event: 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. Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.	mpact 8	 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. The team removed a number of diseased and unsafe trees prior to the 150th anniversary event. The Extreme Weather Protocol contains criteria for closing West Ham Park in extreme weather conditions. We are allocating additional resources where needed to manage the tree maintenance programme. 13 Sep 2024 	for the second s	31-Mar-2025 Reduce	

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
ENV-NE-WH 014a Tree management systems	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. The North London Open Spaces (NLOS) Tree Team works across all NLOS sites, including West Ham Park. Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.	Tree Managem ent Officer; Jonathan Meares; Charlotte Williams		31-Mar-2025

ENV-NE-WH 014b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-WH 006: Climate and Weather)	An Extreme Weather Protocol 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 has recently been reviewed and it was determined that the criteria for closure are still appropriate.	Tree Managem ent Officer; Jonathan Meares; Charlotte Williams	~- P	31-Mar-2025
ENV-NE-WH 014c Tree Safety Policy	Review Divisional Tree Safety Policy	The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents. The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and amend the content as necessary to reflect any changes. the NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.	Tree Managem ent Officer; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
V-NE-WH M4e External	Annual tree management audit undertaken by external consultant.	An annual review of systems and inspections is undertaken by an independent external consultant. The next review is due early in 2025.	Tree Managem ent Officer; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE-WH 005 Negative impacts of pests and diseases Page 37	Cause: Inadequate biosecurity, buying of infected trees, plants or animals. Oak Processionary Moth (OPM) is endemic across England. Event: Sites become infected by plant or tree diseases. Effect: Threat to human health, either directly or indirectly. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; temporary site closures and associated access; increased costs for reactive maintenance.	6 Impact	 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. 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. Staff continue to manage Massaria and Horse chestnut bleeding canker. Ground compaction is a particular issue, exacerbated by climate change, which in turn exacerbates Massaria risk. 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 (Ceratocystis platani) and Xylella fastidiosa. Sooty Bark Disease is becoming more common, due to warmer, drier summers. Staff continue to be vigilant and inspect for all these and 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 	4	31-Oct-2025	

		storm damage. The park may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).			
		Staff monitor reports of dead or injured birds at West Ham Park. Where appropriate, birds are tested for Avian Influenza.			
25-Nov-2015		13 Sep 2024		Reduce	
Jonathan Meares					

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
°∰b		Tree inspections for Spring and Summer 2024 were undertaken and resultant works carried out. An annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	13-Sep-2024	31-Mar-2025
(Gal d	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	13-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE-WH 010 Negative impacts of development and encroachment 25-Nov-2015 Jonathan Maares	Cause: Population growth in London Borough of Newham. Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: Houses, buildings or other developments on land affecting West Ham Park. Local population growth puts more pressure on the park and its facilities. Effect: 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.	Impact 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. 13 Sep 2024	ă Impact	4	Accept	
ŝ		<u> </u>				r	
AQion no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 010a Local authorities Local Plans and Core Strategies	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, including the West Ham Park Committee and the Friends of West Ham Park, are consulted and updated as appropriate.			Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-WH 010b Local Authority Relationships	Maintain a close partnership with local planning authorities.	Ongoing. Officers respond to planning issues as necessary. Stakeholders, e.g. West Ham Park Committee and the Friends of West Ham Park, are updated as appropriate.			Jonathan Meares	13-Sep-2024	31-Mar-2025

Page 40

This page is intentionally left blank



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
P Age 2	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)

4

(B) Impact criteria

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

(C) Risk scoring grid

		Impact						
Likelihood	х	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

Page 42

This page is intentionally left blank

Committee(s):	Dated:
West Ham Park Committee	17 October 2024
Subject: Project Prioritisation Process	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	 Diverse engaged communities Dynamic economic growth Vibrant thriving destination Flourishing public spaces Providing excellent services Leading sustainable environment
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£ N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Katie Stewart, Executive Director of Environment	For Decision
Report authors: Emily Brennan, Natural Environment Director	

Summary

The purpose of the report is to propose a project prioritisation process for the West Ham Park charity which will inform the development and implementation of the five year business plan for the charity. The project prioritisation process will enable production of a prioritised project list by applying a set of agreed prioritisation criteria. A prioritisation process is needed as the Corporation's natural environment charities have limited resources (both monetary and staff) and do not have sufficient capacity to deliver everything on their 'wish lists'.

Recommendation(s)

Members are asked, acting for and on behalf of the City Corporation in its capacity as trustee of West Ham Park (registered charity number 206948), to:

- Approve the proposed project prioritisation criteria and process for the West Ham Park charity.
- Authorise the Executive Director Environment to make minor amendments to the matrix to take on board comments/feedback arising from its consideration by the different Natural Environment charity management committees.

Main Report

Current Position

One of the key priorities for the Natural Environment Division is to develop and implement a more strategic and joined-up approach to business planning and project prioritisation for the Natural Environment charities. This is considered necessary to ensure that charity objectives are being delivered and that charity resources are being used effectively and efficiently. It will also enable the Corporation's strategic priorities, business planning and project management processes to be taken into account as appropriate.

The Corporation currently operates on annual departmental business plans which, for the Natural Environment charities, typically combine 'business as usual' (BAU) activities with projects. Projects with a value of greater than £50,000 must follow the Corporation's Project Gateway Process (Appendix 1), however this process does not apply to BAU activities or to projects with a value of less than £50,000. There is currently no central process for prioritising projects therefore business plans are typically a combination of essential BAU plus a 'wish list' of projects, which can result in unrealistic expectations and/or inability to deliver some activities.

Some projects are essential, for example those which relate to compliance and health and safety, whilst others are not. Capacity to deliver BAU and projects is limited but there is currently no clear way of assessing and deciding which activities can be delivered within existing capacity and budget, and which activities will require additional capacity and/or budget. The Corporation is seeking to address this by including in its new five-year Departmental Business Plans an estimation of the resources required to deliver each high-level activity. The proposed project prioritisation process for the West Ham Park charity also seeks to address this by agreeing and applying a list of priority criteria to each activity, thereby enabling production of a prioritised list of activities. This prioritised list can then be assessed against available staff and monetary resources to decide which activities will be included in the business plan.

The proposed project prioritisation process for the West Ham Park charity will feed into the Corporation's comprehensive refresh of its project procedures which is due to begin in September 2024. By cutting down on bureaucracy, the Corporation aims to significantly quicken project delivery pace, whilst upholding its commitment to transparency and control. This streamlined approach will not only accelerate processes but also set a new standard for project management within the organisation.

The project prioritisation process will be applied to the West Ham Park charity for which the West Ham Park Committee has authority to act for and on behalf of the City Corporation as charity trustee. Charity law obliges Members to ensure that the decisions they take in relation to a charity are taken in the best interests of that charity.

The project prioritisation process will reflect the various governing documents for the West Ham Park charity and charity law and guidance. Projects will be considered in

light of the charity's objects and governing documents as appropriate and relevant; for example, whether they are compatible with and in furtherance of the charity's objects. That will be relevant to the consideration in the matrix of whether the project is essential for operations. The inclusion of the charity objects category in the matrix helps to clarify which, and how many, of the objects are engaged; the analysis will be specific to each charity and its relevant objectives.

Proposed Prioritisation Criteria and Weighting

Each activity will be scored against the criteria listed below. Scores have been weighted according to the relative importance of the criteria: those shown in bold font have been allocated greater weight.

Criteria description	Scoring options
Is the project essential for operations (as opposed to desirable)?	Yes=4 / No=0
Will the project support one or more of the Corporate Plan Outcomes? (Diverse, engaged communities; Leading Sustainable Environment; Providing Excellent Services; Dynamic Economic Growth; Vibrant, Thriving Destination; Flourishing Public Spaces)	None =0, 1 outcome=1, 2 outcomes=2 etc (max=6)
Will the project support delivery of one or more of the Natural Environment Strategies: (Nature Conservation and Resilience; Community and Engagement; Access and Recreation; Culture, Heritage and Learning)	None=0, 1 strategy=1 etc (max=4)
Will the project support the West Ham Park Charity objects? (public open space / gardens / access / recreation / play)	None=0, 1 object=1 etc (max=5)
Will the project generate income (over and above the cost of delivery)?	Yes=4 / No=0
Has funding been secured?	Above 75% =4 51-75% =3 26-50% =2 Up to 25% =1 No=0
Will the project's deliverables be sustainable in the longer-term?	
Financially sustainable	Yes=1 / No=0
Operationally sustainable	Yes=1 / No=0
Environmentally sustainable	Yes=1 / No=0
Will the project deliver service improvement?	Yes=2 Partial=1 No=0
Will the project address a risk on the West Ham Park risk register?	Red risk=4 Amber risk=2 Green or No=0
What is the level of risk associated with the project? Consider failure to deliver the project's outcomes, reputational risk etc	Low=2 Medium=1 High=0
Will delivery of the project result in positive publicity and/or reputational benefit?	Yes=2 Possibly=1 No=0
Can the project by delivered within existing 'business as usual' capacity?	Yes=2 / No=0
Is the project to be delivered in partnership with another organisation/group?	Yes=2 / No=0

Conclusion

A project prioritisation process is urgently needed to inform the development, approval and implementation of an effective and affordable five year business plan for the West Ham Park charity. It is recommended that the process and criteria are approved by the West Ham Park Committee and are then applied to proposed project activities to enable production of a prioritised list which will feed into the business plan for West Ham Park.

Appendices

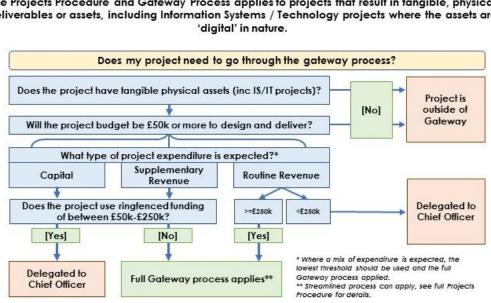
Appendix 1: CoL Project Gateway Process

Appendix 2: West Ham Park Project Prioritisation Spreadsheet

Contact

Emily Brennan Natural Environment Director, Environment Department T: 07599 200587 E: <u>emily.brennan@cityoflondon.gov.uk</u>

Appendix 1: Project Gateway Process



Entering the Gateway Process

The Projects Procedure and Gateway Process applies to projects that result in tangible, physical deliverables or assets, including Information Systems / Technology projects where the assets are

The difference between Capital, Supplementary Revenue and Routine Revenue is an accounting distinction and can be guided by Chamberlain's.

Capital: Major schemes (>£50,000) relating to the acquisition, creation or enhancement of an asset which yields benefits to the authority and the services it provides for a period of more than one year. Basic definition taken from the CIPFA Code of Practice on Local Authority Accounting, which has the force of law. Further conditions e.g. in relation to enhancements. Excludes regular or cyclical repairs, but includes cyclical replacement of major components, e.g. new windows etc. Supplementary Revenue: (>£50,000) Project expenditure of a substantial or major nature which was previously classified as capital but is now revenue so as to conform to current accounting regulations, such as a major repair.

Routine Revenue: Traditional revenue project expenditure which is met from local risk budgets. e.g. cyclical painting and repairs.

Ringfenced funds: Designated Sales Pools, Cyclical Works Programme, Housing Revenue Account, Section 278, Section 106, and Area Strategies. Ringfenced funds also includes activities where the external funder (i.e. TFL) is providing funding for a restricted purpose.

	KISK, Complexity and Uniqueness				
	Low	Medium	High		
(£50k<£250k)	Light	Light	Regular		
(£250k~£5m)	Regular	Regular	Complex		
(£5m+)	Regular	Complex	Complex		

Gateway Routes Dista Consultation and University

This page is intentionally left blank

Project prioritisation process and criteria for scoring

Please complete the 'PROJECTS' tab as explained below.

- COLUMN A: Add a the name/description of the project
- COLUMN B: Is the project a statutory requirement or necessary for compliance (including health and safety)? Select 'yes' or 'no' from the drop down box in column B. If 'yes', there is no need to complete the remaining columns - notes can be added in column W. If 'no', proceed to score the project against the criteria in columns C-T
- COLUMNS C-T: Each column represents a criteria against which the project should be scored. The scoring options are shown in row 3, and there is a drop down box in each row to choose from. Scores have been weighted according to the relative importance of the criteria. Those in columns C-K (in red font) have been allocated greater weight than those in columns L-T.
- COLUMN U: This will automatically sum the total score of each project. Once each project has been scored, the list can be ordered using this column to show the highest scored projects first.
- COLUMN V: The estimated cost will then be added and the prioritised list assessed and selected for delivery in terms of available budget.
- **COLUMN W:** Notes can be added in this column for further consideration.

Column	Criteria description	Scoring options
	Essential	
С	Is the project essential for operations (as opposed to desirable)?	yes=4 / no=0
D	Will the project support one or more of the Corporate Plan Outcomes?	yes=4 / no=0
E-H	Will the project support delivery of one or more of the Natural Environment Strategies:	(max=8)
	Nature Conservation and Resilience Strategy	yes=2 / no=0
	Community and Engagement Strategy	yes=2 / no=0
	Access and Recreation Strategy	yes=2 / no=0
	Culture, Heritage and Learning Strategy	yes=2 / no=0
I	Will the project support the individual charity's objects?	yes=4 / no=0
J	Will the project generate income (over and above the cost of delivery)?	yes=4 / no=0
К	Has funding been secured	Above 75%=4 / 51-75%=3 / 26 50%=2 / Up to 25%=1 / No=0
L-N	Will the project's deliverables be sustainable in the longer-term?	(max=3)
	Financially sustainable	yes=1 / no=0
	Operationally sustainable	yes=1 / no=0
	Environmentally sustainable	yes=1 / no=0
0	Will the project deliver service improvement?	yes=2 / partial=1 / no=0
Р	Will the project address a risk on the charity's risk register?	Red risk=4 / Amber risk=2 / Green or No=0
	What is the level of risk associated with the project?	
Q	Consider failure to deliver the project's outcomes, reputational risk etc	low=2 / medium=1 / high=0
R	Will delivery of the project result in positive publicity and/or reputational benefit?	yes=2 / possibly=1 / no=0
S	Can the project by delivered within existing 'business as usual' capacity?	yes=2 / no=0
Т	Is the project to be delivered in partnership with another organisation/group?	yes=2 / no=0 MAXIMUM SCORE = 45

Committee(s):	Date(s):	
West Ham Park Committee	17 October 2024	
Subject: West Ham Park 150 th Anniversary Celebrations	Public	
Which outcomes in the City Corporation's Corporate Plan (2024-2029) does this proposal aim to impact	Diverse engage communities	
directly?	Leading sustainable environment	
	Vibrant thriving destination	
	Providing excellent services	
	Flourishing public spaces	
Does this proposal require extra revenue and/or capital spending?	No	
If so, how much?	N/A	
What is the source of Funding?	N/A	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A	
Report author: Bill LoSasso, Assistant Director (Superintendent) North London Open Spaces	For Information	

Summary

This report provides Members with an update on the 150th anniversary celebrations of West Ham Park.

Recommendation

Members are asked to:

• Note the content of the report.

Main Report

 West Ham Park was transferred to the City of London Corporation by the Gurney Family on 20 July 1874. Since then, the City Corporation has overseen its protection, conservation, and improvement. The City Corporation hosted a celebration to mark 150 years since the transfer of ownership, hosting a programme of activities that intended to celebrate the past, mark the present, and instill optimism for the future.

- 2. The Events Manager worked closely with a steering group of Members, officers, and local stakeholders to deliver a diverse and varied programme of entertainment, workshops and sporting and wellbeing activities this spring and summer, culminating in two days of celebrations on 20 and 21 July.
- 3. An outdoor exhibition consisting of seven 'monoliths' was commissioned to celebrate the park. With the title of 'World in a Park' the exhibition focused on diversity, history and the community who love West Ham Park. Photos taken by volunteers of the park users were a striking addition to this informative exhibition which was on display in Guildhall Yard for a week and then West Ham Park for four weeks. This exhibition was made possible thanks to funding from the City Bridge Trust and the staff members from the Culture and Heritage department who worked to very tight deadlines to deliver it. The Lord Mayor 'opened' the exhibition in the Guildhall Yard and was very impressed with the content and design.
- 4. On Saturday 20 July, the focus was on music, culture and heritage. The day started with walking tours focusing on the park's history, led by renowned landscape architect Dominic Cole. The civic reception was serenaded by the Newham Air Cadets Youth Choir and then speeches were made by Policy Chair, Chris Hayward, Mayor of Newham, Rokhsana Fiaz and the Lord Mayor's Representative, Sir Andrew Parmley. On the main stage there were performances by popular music acts, Celina Sharma, Fiaa Hamilton and DJ Ellis. Following that, an eclectic selection of local musicians, organised by the Friends of West Ham Park, played at the bandstand. Throughout the day there were stalls selling food and local produce, nature arts and crafts delivered by the Learning Team, photo exhibitions, a scavenger hunt, face painters and the local fire brigade running demonstrations. Approximately 7,000 people attended throughout the day and the atmosphere was very positive.
- 5. On Sunday 21 July, the celebrations were geared towards health, wellbeing and sport. The focus was around improving the health and wellbeing of the local community and ensuring the day was a fun day out for all the family. The London to Southend Bike Ride started the day off by departing from the park at 8am. Throughout the day there were free taster events, which included Tennis Comes True the tennis coaches based at West Ham Park Capital Kids Cricket and the West Ham United Foundation. The Kent Longboarding School also ran sessions, and Newham provided a cycle workshop promoting local cycle routes. The Friends of West Ham Park organised an obstacle course which could be attempted with a canine companion. In addition, there were workshops on meditation, tai chi and circus skills, plus stalls selling local produce and offering face painting. The day was a great success with over 4,000 people attending, including many families enjoying the activities and

entertainment. All these tasters were free, and West Ham Park 150 anniversary medals were given to all competitors.

- 6. The dedicated team of staff at West Ham Park, assisted by volunteers from the Newham Air Cadets, ensured the park looked its best over the two days of celebration.
- 7. A professional photographer was employed to take footage and photos over the two days and produced a short film to showcase the celebrations and the anniversary. This has been published to the City Corporation's YouTube channel and shared on social media.
- 8. With the support of Members and executive leadership, officers secured and allocated c. £50,000 to resource this celebration programme. This funding was used to support event and programming delivery costs including first aid, security, a stage and the supply of a number of bespoke gazebos, entertainment including face painters and a circus workshop, the monolith informational installations, and decoration for the park. It also funded additional grounds maintenance and reinstatement supply and material-related costs, as well as the hiring of occasional casual staff required for additional tasks related to the increase in activities this financial year.
- 9. Early discussions are underway for an annual legacy event which would be smaller in scale and led by the Friends of West Ham Park.
- 10. The Learning Team are planning a Halloween event for the local community which will also be funded by the additional budget and branded with the West Ham Park 150 logo.
- 11. The programme of events for the 150th anniversary celebration was only possible due to the extraordinary support and participation of a number of passionate supporters of the park, including the steering group, committee chair, Committee Members, officers, local volunteers, generous donors of time and resource, and the Friends of West Ham Park. This group ensured that the celebrations were fitting for such an important anniversary for West Ham Park and the City Corporation. It is important to acknowledge the commitment of the local park management team and the Event Manager who all went the extra mile to ensure these events were well delivered and successful while continuing to attend to the business as usual to keep the beloved park open, beautiful, and welcoming. Their commitment is greatly appreciated.

Climate Implications

12. Included within the annual plan for 2023/24 is a series of projects which contribute towards achieving the City Corporation's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving

and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

13. No implications.

Risk Implications

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

Equality Implications

15. No impact.

Charity implications

16. West Ham Park is a registered charity. Charity Law obliges a trustee to ensure that the decisions taken in relation to the Charity are taken in the best interests of the Charity.

Security Implications

17. Security implications are monitored and recorded thought the Departmental Risk register.

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

Committee(s):	Dated:	
West Ham Park Committee	17 October 2024	
Subject: West Ham Park Former Nursery Site	Public	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<u>City's Corporate Plan 2024-29</u> <u>Diverse Engaged Communities</u> <u>Leading Sustainable</u> <u>Environment</u> <u>Providing Excellent Services</u> <u>Vibrant Thriving Destination</u> <u>Flourishing Public Spaces</u>	
Does this proposal require extra revenue and/or capital spending?	No –within approved project budget of £595k; spend to date is £567k with outstanding commitments of £23k and a balance remaining of £5k	
If so, how much?	N/A	
What is the source of Funding?	N/A	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A	
Report of: Katie Stewart, Executive Director of Environment	For Decision	
Report author: Simon Glynn, Assistant Director, Culture and Projects, Natural Environment Division		

Summary

This report provides an update on West Ham Park charity's community and stakeholder engagement activities in relation to the former nursery site.

It describes the community engagement activities undertaken by the charity between March and July 2024 culminating in a final written report, which is provided in Appendix 1. The majority of public feedback favoured a sensitive redevelopment of the site that secures much-needed public amenities and benefits. The feedback was gathered from people local to the park and who are representative of Newham's demography.

Additional engagement was undertaken with LB Newham as part of their Local Plan review, resulting in a written response to Newham's Local Plan consultation. Finally,

the report provides an update on engagement with Historic England to ascertain the heritage value of the site.

In consultation with the City Surveyor, it has been recommended that a commercial agent is instructed to undertake a review of the market viability of the site to ensure that the City Corporation, as trustee, achieves best value for the West Ham Park charity on any future disposal and/or development.

Recommendation(s)

Members are asked, acting for and on behalf of the City Corporation in its capacity as trustee of West Ham Park (registered charity number 206948) to:

- Note the community engagement report provided in Appendix 1
- Note the on-going engagement with Historic England with an outcome of that engagement to be reported to the next meeting of this Committee
- Note the on-going engagement with LB Newham and submission of written representations as part of Newham's Local Plan review.
- Note the instruction of a commercial agent to review the site's current market viability for a future disposal and development.
- Authorise officers to share with Newham the results of WHP charity's community engagement activities.

Main Report

Background

- 1. In October 2023, this Committee gave approval to officers to work towards a positive pre-application outcome (in relation to the redevelopment of the former nursery site) with LB Newham, informed by the charity undertaking comprehensive stakeholder and community engagement.
- 2. The approved community engagement exercise would be undertaken by an engagement consultancy and supported by officers in the Natural Environment Division and City Surveyors' Department, conducted as soon as possible to fully understand the public aspirations associated with the park and to increase public awareness of the proposed redevelopment of the site.
- 3. The Committee also approved further engagement with the local authority and statutory consultees to establish the heritage value of the site.
- 4. Formal appointments of a planning and heritage consultant (Montagu Evans) and community engagement consultant (make:good) were made in February 2024.
- 5. Community engagement planning commenced in February 2024 with the following tasks undertaken:
 - a. A review of demographic data

- b. Stakeholder Mapping
- c. Creation of an Engagement Plan
- d. The establishment of a framework for engagement conversations
- e. Update of project webpage

Current Position: Public Engagement

- 6. Between March and July 2024, consultants make:good, supported by officers carried out a range of engagement activities with local residents, park users and other stakeholders to discuss the opportunities for the 50% of the nursery site approved by this Committee for community and operational uses.
- 7. A draft community engagement brief was created at the end of the first phase of public engagement in June. This brief was tested during a second phase of engagement in July. The final consultant report details the results of all engagement activities and includes a final version of the community brief. The purpose of the community brief is to ensure decision-making on the future of the former nursery site, considers the views of the public.
- 8. The engagement programme directly engaged with over 1164 individuals and 1080 people contributed ideas. 947 adults completed feedback on-line or in person. 124 models were created by young people in workshops, plus there were 9 further contributions by young people through the Young Designer's Programme.
- 9. In terms of public sentiment, 67% of feedback received was positive, 11% positive with reservations and 22% negative.
- 10. Feedback received as part of this engagement was overwhelmingly local in nature.
 - a. 85% of people who gave us their postcode live within a one-mile radius of the site
 - b. 95% of people who gave us their postcode live in the borough of Newham
 - c. 5% of people who gave us their postcode live in either Tower Hamlets, Hackney, Redbridge or Waltham Forest.
- 11. Having spoken to over 1000 people who represent the local area, make:good identified that the main priorities for future use of the nursery site are a café, play for older children and indoor community facilities according to those who were consulted.
- 12. Whilst some people have concerns about housing or are opposed to the proposal to introduce housing on this site, 92% of people agreed with at least one of the four priorities identified through the engagement process for the remaining 50% of the site.

- 13. The results of the community engagement process were reviewed by planning consultants, Montagu Evans, in July and were referenced in the written response to Newham's Local Plan review.
- 14. Spend to date on the community engagement activities is £44,270 with no further commitments.

Current Position: Statutory Engagement

- 15. Appointed planning and heritage consultants Montagu Evans have undertaken engagement on behalf of West Ham Park charity with LB Newham and Historic England since March 2024.
- 16. On 4 June, LB Newham agreed the draft version of the Regulation 19 Local Plan for onward public consultation. The formal public consultation period ran from 19th July to 20th September 2024. At its meeting in July, this Committee authorised officers to prepare and submit written representations to LB Newham as part of its Local Plan consultation. Accordingly, a letter was prepared and submitted, details of which are provided in Appendix 2.
- 17. Montagu Evans have also commenced their engagement on behalf of West Ham Park charity with Historic England (HE).
- 18. The north-eastern corner of the registered park comprises the former nursery site. This part of the park is referred to briefly in the list description: "*KITCHEN GARDENS The north-east corner of the site accommodates extensive glasshouses and nursery areas which are used by the Corporation of London to supply bedding plants and displays for the City. They are sited on part of what appears to be a kitchen garden on the OS map of 1868. The area is enclosed by hedges and chain-link fence."*
- 19. Montagu Evans has been asked to establish the significance of this part of the registered park given this is not clear from the list description. This will include both the above and below ground features of significance.
- 20. Historic England (HE) is responsible for the preparation of the statutory lists including Registered Parks and Gardens. Having engaged with HE, the consultants recommended the use of HE's enhanced advisory service (EAS) to review the heritage significance of the site.
- 21. An application has been prepared, which required additional research and information gathering, as reported to this Committee in July. That process is now complete and a submission to HE was made in October 2024. A decision from HE on the significance of the site and any updates to its records will be forthcoming and will be reported to the next meeting of this Committee.
- 22. Spend to date on the statutory engagement activities is £2500 with a commitment of £15,200 linked to the on-going engagement with HE and LB Newham.

Proposal: Engagement and Project Next Steps

- 23. The timeline of the continued engagement and proposed next steps are as follows:
 - October 2024: Continue engagement with LB Newham as part of their Local Plan review; share with Newham the results of WHP charity's community engagement activities and seek a response from Newham to the results.
 - October/November 2024: Undertake a review of the viability of the site based on the current market and planning context, informed by the engagement results and feedback on these results from LB Newham.
 - December 2024: Secure written advice from Historic England on the heritage significance of the site via their Enhanced Advisory Service.

Strategic, Charity and Corporate Implications

- 24. Strategic implications: In consultation with the City Surveyor, it has been recommended that a review of the site's market viability should be undertaken by a commercial agent to ensure that the Charity can achieve best value for any future disposal and/or development of the site. There are particular provisions that will need to be met in relation to this activity or a similar future assessment of viability in order to fulfil the requirement of s.119 of the Charities Act 2011.
- 25. Financial implications: The review of the market viability will be allocated under the existing budget and will cost up to £5,000 to undertake.
- 26. Resource implications: None
- 27. Legal implications: None at this stage.
- 28. Charity Implications: West Ham Park is a registered charity (number 206948). Charity Law obliges Members to ensure that the decisions they take in relation to a charity are taken in the best interests of that charity.
- 29. Risk implications:
- 30. Equalities implications: The proposed community and stakeholder engagement activities was complaint with the Equalities Act and GDPR.
- 31. Climate implications: None
- 32. Security implications: None

Conclusion

33. This report provides information on the stakeholder and community engagement activities that West Ham Park charity is undertaking in 2024, in relation to the old

nursery site. It describes the on-going engagement activities and the proposed next steps for the project.

Appendices

• Appendix 1: West Ham Park Old Nursery Site Final Engagement Report.

Non-Public Appendices

• Appendix 2: Written representations to LB Newham as part of their Local Plan review (Reg 19 consultation).

Simon Glynn

Assistant Director, Culture and Projects, Natural Environment Division

T: 020 7332 1095

E: simon.glynn@cityoflondon.gov.uk

West Ham Park Old Nursery Site: Engagement report

Activities undertaken between 19th March and 28th July 2024





Page

ດ

make:good

Revision history

Prepared by:

Catherine Greig, make:good Director

Checked by:

Faz Yusop, make:good Project Lead

Revision	Revision Date	Details	Authorised
Draft 01	12.08.24	For review	Catherine Greig
Draft 02	20.08.24	For final review	Catherine Greig
[®] Final	13.09.24	Final	Catherine Greig

Position

Director

Director

Director



2

Contents

1.0 Executive summary	
0 Engagement aims	10
0 Engagement timeline	12
0 Promoting the engagement programme	15
0 Feedback gathering	19
0 Engagement activities	22
0 Feedback	
7.1 Survey thematic feedback (from March - June engagement activities)	30
7.2 Young people workshops	34
7.3 Walkabouts	39
7.4 Young Designers Programme	40
7.5 One-to-one feedback	47
7.6 Draft Community Brief feedback	51
7.7 Community brief	58
7.8 Sentiment on housing proposition	61
	 0 Engagement aims 0 Engagement timeline 0 Promoting the engagement programme 0 Feedback gathering 0 Engagement activities 0 Engagement activities 0 Feedback 7.1 Survey thematic feedback (from March – June engagement activities) 7.2 Young people workshops 7.3 Walkabouts 7.4 Young Designers Programme 7.5 One-to-one feedback 7.6 Draft Community Brief feedback 7.7 Community brief

8.0 Demographics	62
9.0 Geographic reach	65
10.0 Next steps	67
Appendix	69



3

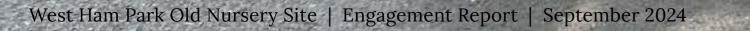
About the project

That are your

VOE25 for the wher half of

The West Ham Park charity want to bring this part of the park back into use with community facilities, operational facilities and new open space.

These improvements would be funded by designating 50% of the nursery site for housing, which would also provide a vital funding source for the charity to manage and improve other areas of the park.







Contents of this report

This report provides a full summary on the engagement programme for the Old Nursery Site at West Ham Park undertaken by make:good, a design studio involving people in shaping neighbourhood change, between mid March - end of July 2024.

Introduction to engagement project

West Ham Park charity want to bring the Old Nursery Site of West Ham Park back into use with community facilities, operational facilities and new open space. These improvements would be funded by designating 50% of the nursery site for housing, which would also provide a vital funding source for the charity to manage and improve other areas of the park.

Between mid March and the end of July 2024, make:good has carried out a range of engagement activities with local residents and stakeholders around the park to discuss the opportunities for the 50% of the nursery site that would benefit local people. After the first stage of engagement we prepared a Draft Community Brief that summarised the key findings into five themes:



We went out to the public again between the 12th and 28th July to check whether these themes made sense to the community and aligned with their feedback. It was also an opportunity for us to gather any other missing priorities and comments on the Draft Community Brief that will inform the final brief.

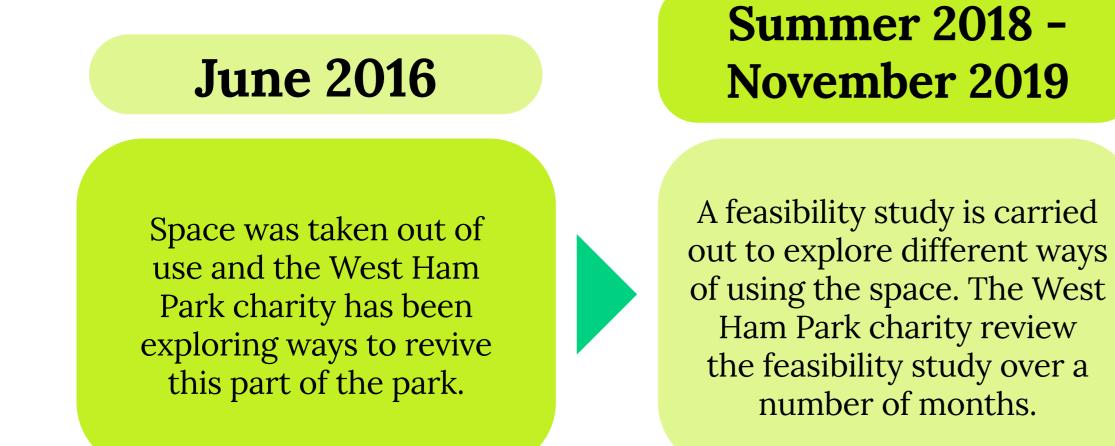


make:good



Context of the Old Nursery Site project

Prior to commissioning this piece of engagement work, West Ham Park charity had carried out the following:



April 2021

West Ham Park charity approve the decision to turn 50% of the space into housing and 50% for park use. February 2022

Public notice given that the charity intends to dispose of the space in accordance with the Charities Act 2011.



make:good

Details of the engagement project

Keeping people informed



- 57 introductory emails to stakeholders
- 3 x targeted Instagram ads

Page 6

- 200 flyers to adjacent households (twice)
- 6 x A3 posters on gates between March -June
- 6 x A1 posters on gates showing the Draft Community Brief
- 4 x large format banners in the park on the Draft Community Brief
- Regular updates on events and the Draft Community Brief via the mailing list

Activities delivered

- 10 1-to-1s with local schools and Park
- 5 pop-ups at the park
- 4 drop-in exhibitions
- 8 young people workshops
- 1 Young designers programme
- 4 cycle throughs
- 1 walkabout
- 5 tag on activities
- 2 online surveys

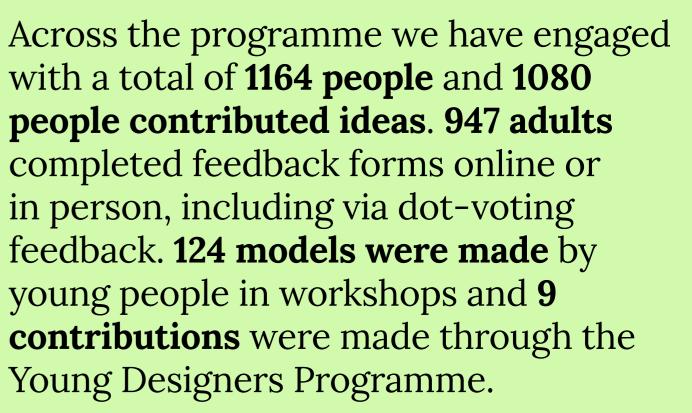






groups including Friends of West Ham

Project reach



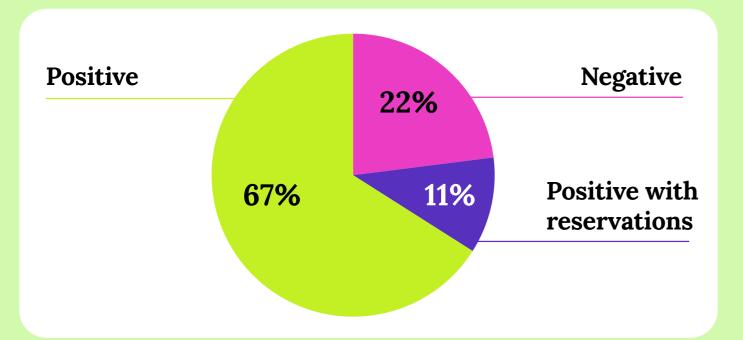




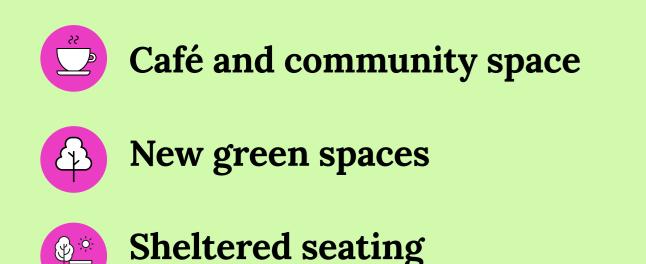


Headline feedback

Overall feedback sentiment:



From the Stage 1 engagement, the top items people wanted to see on the Old Nursery Site were:



Young people made 124 models and themes were:

- Café
- Play for older children
- Wildlife and nature spaces

Through the Young Designers which align with the priorities above including:

- An indoor community space, albeit the ideas were focused on providing space and activities specifically for young people.
- Play for older children such as basketball and skateboarding.
- Planting with food growing and beehives supplying a park café

104 drawings of their ideas and the top

Programme, 9 contributions were made

Some people did not want any of the site to be used for housing. Others acknowledged it could fund improvements to the park but wanted it to be sensitive in scale and appearance.









Community brief



After the first round of engagement we prepared a **Draft Community Brief** that summarised the key findings into five themes: **Café; Indoor space; Planting; Play for older children; Housing**.

We can conclude that the first four themes do reflect local sentiment on what the space should be used for but we have separated the comments on housing in this report.



Conclusion

Having spoken to over 1000 people who represent the local area, we can see that a café, play for older children and indoor community space are the main priorities for the Old Nursery Site. Other suggestions to consider are accessible facilities for people with disabilities and educational food growing.

Whilst some people have concerns about housing, or are opposed to the decision to introduce housing on this site, 92% of those who reviewed the Draft Community Brief could see the potential for benefit through the project.



Next steps

H	

- Update the mailing list on the engagement findings from the Draft Community Brief exhibitions and updated FAQs
- Further updates would come from West Ham Park charity via City of London
- West Ham Park charity to decide on the next steps on the development of the site by the end of the year
- These include a potential timeline and a decision on how much of the community brief can be incorporated into the plan for the non-housing half of the site depending on spatial requirements.





2.0 Engagement aims

0

West Ham Park Old Nursery Site | Engagement Report | September 2024

Page 70



make: good

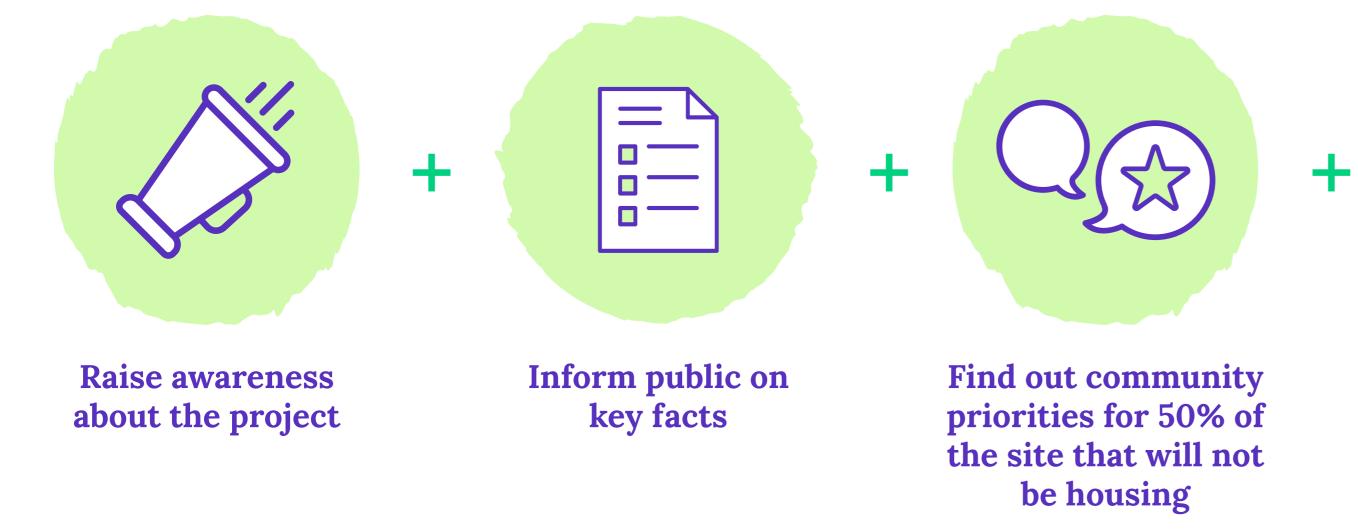
CITY LONDON



2.0 Engagement aims

Between 19th March - 28th July 2024, make:good spoke to local residents and organisations to hear feedback, understand ideas and concerns for the Old Nursery Site in West Ham Park. This led to a set of key community priorities for the site that West Ham Park Charity can use to help guide the next stages of the project.

The engagement work was intended to:





Gather ideas and concerns on development

0000

+

Reach a broad and representative range of park users



make:good

3.0 Engagement timeline

n Par

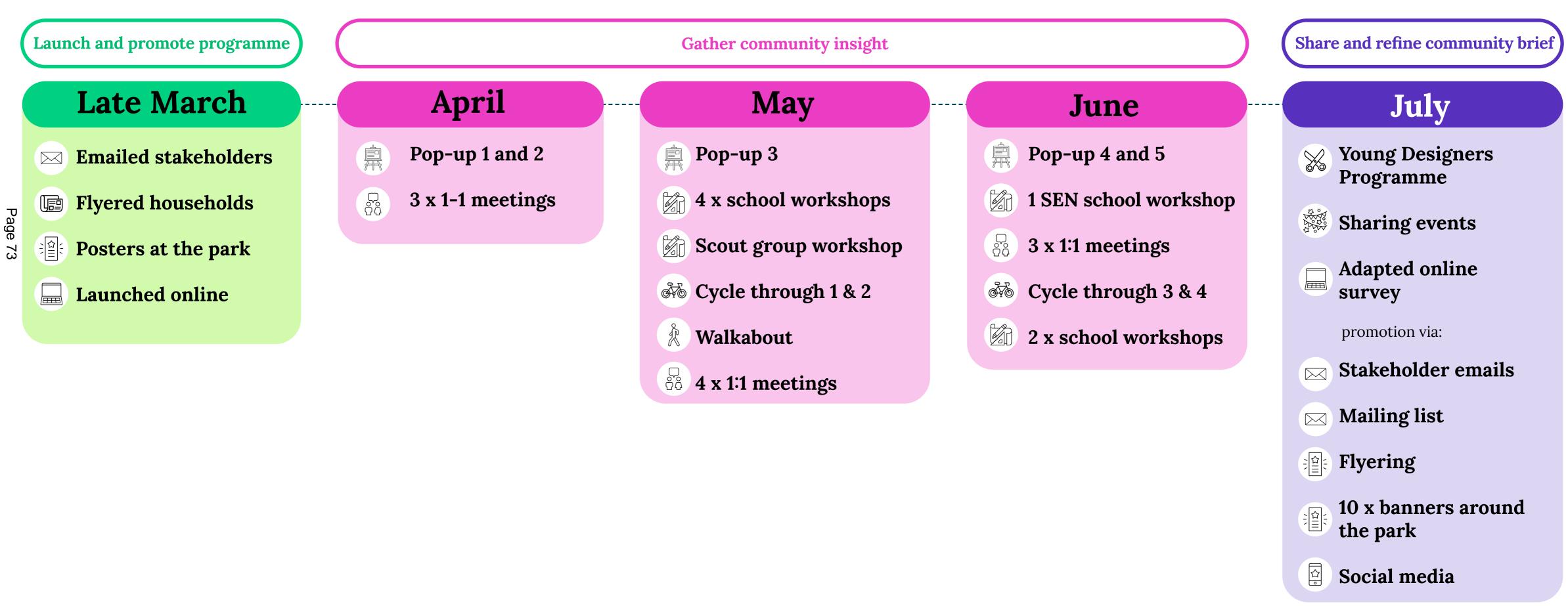
West Ham Park Old Nursery Site | Engagement Report | September 2024

Page 72



3.0 Engagement timeline

The engagement programme is running from late Spring to early Summer 2024 and allows for the opportunity to build awareness and interest in participating and ensure that we are reaching a representative audience.

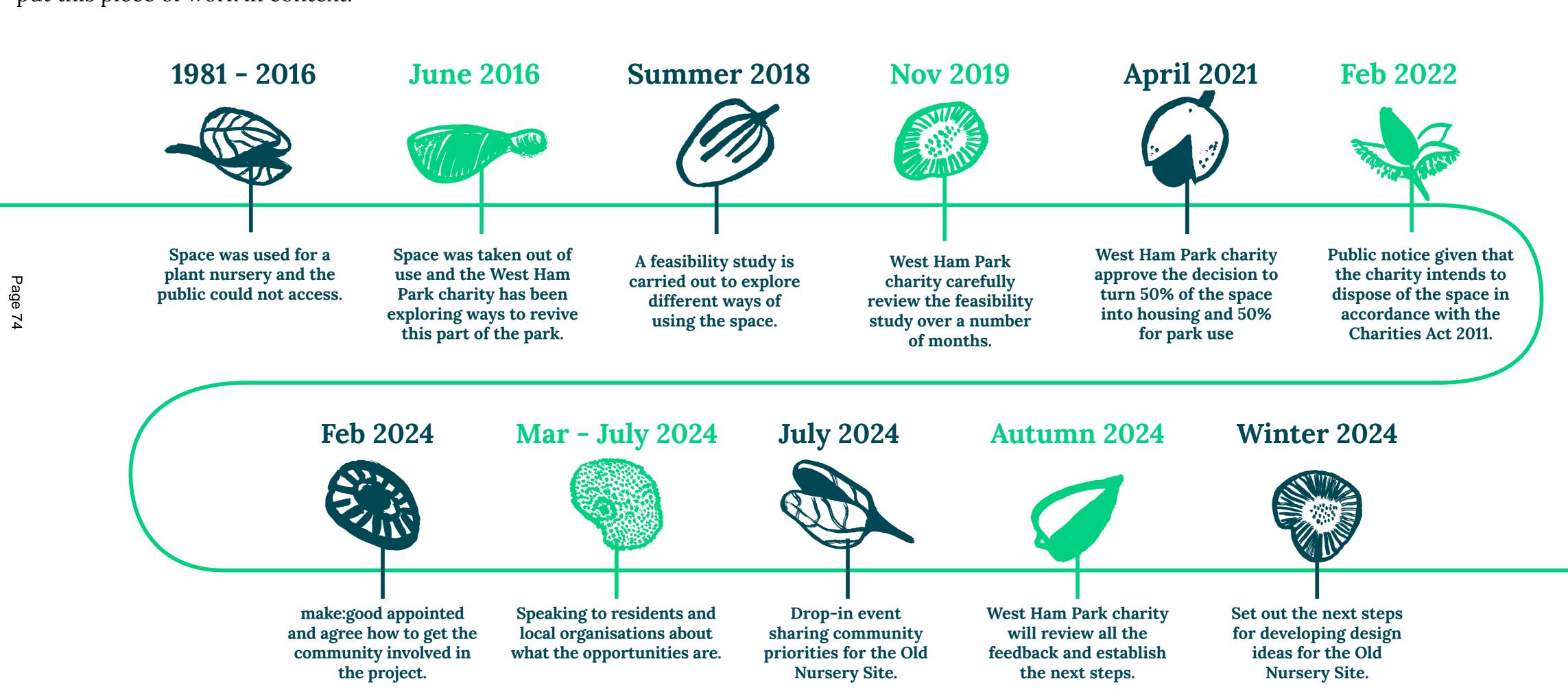




make:good

3.0 Engagement timeline

This programme of activity sits within the context of a wider project timeline that was used in the engagement materials to put this piece of work in context.







4.0 Promoting the engagement programme

West Ham Park Old Nursery Site | Engagement Report | September 2024

be future of the Old Nursery Site in West Ham Par

-951 - 2019

R

Feb 2024

-

Proj ct Timeline

make: good

CITY LONDON

ant to hear fa

Now we want to talk

the opportunities a

and local organisatio



4.0 Promoting the engagement programme 4.1 Key messages

All engagement activities and materials included setting out the following key messages:







What's next for West Ham Park Old Nursery Site?

West Ham Park Charity want to bring this part of West Ham Park back into use. They have decided to use half of the Old Nursery Site for residential development, which will generate funding to pay for improvements to the other half of the nursery site (including a community facility and new open space) and it could pay for improvements to the whole park. Any revenue generated will go back into the running of the park itself.

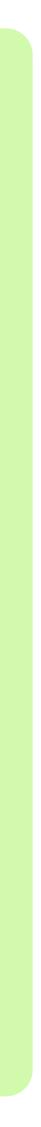
Now we are talking to residents, local schools and local organisations about what the opportunities and concerns are for this proposal and how the funding this proposal generates could improve the whole park.

What does the project want to achieve?

Through developing the Old Nursery Site the intention is to:

- Make best use of this part of the park
- Create new public open space for West Ham Park
- Create a new community facility for the whole neighbourhood
- Pay for improvements to the whole park
- Have the best environmental credentials
- Improve biodiversity in West Ham Park

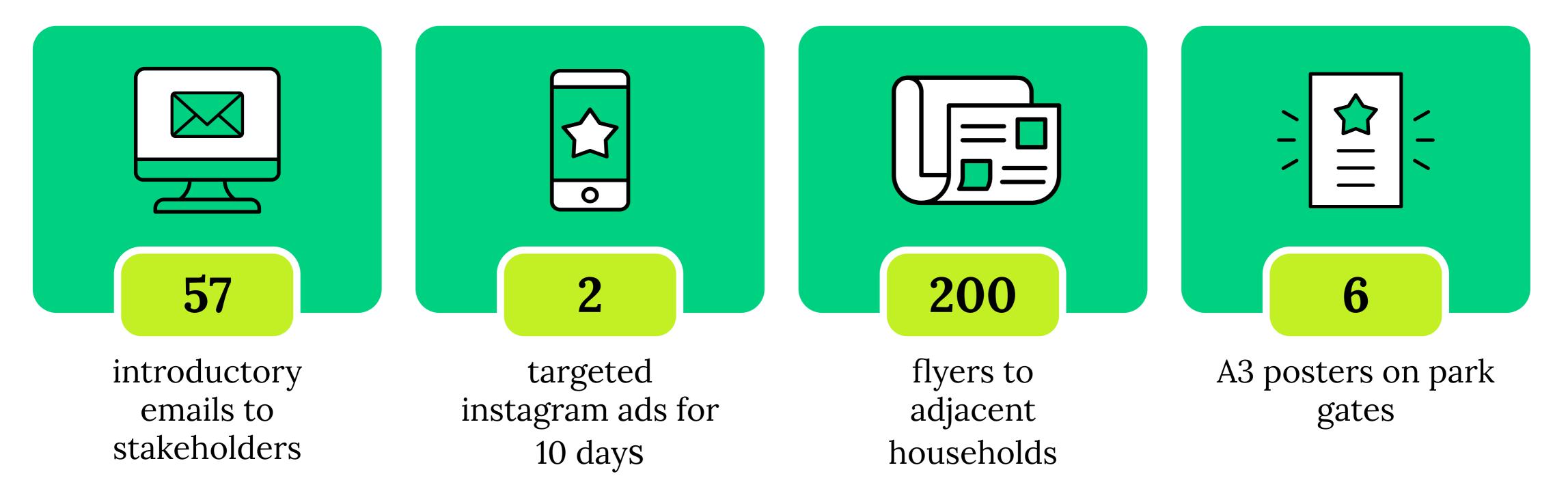




4.0 Promoting the engagement programme 4.2 Promotion channels

Launch and insight gathering stage

The launch and insight gathering stage of the engagement programme, from **19th March to 28th June 2024**, was promoted through the following routes:



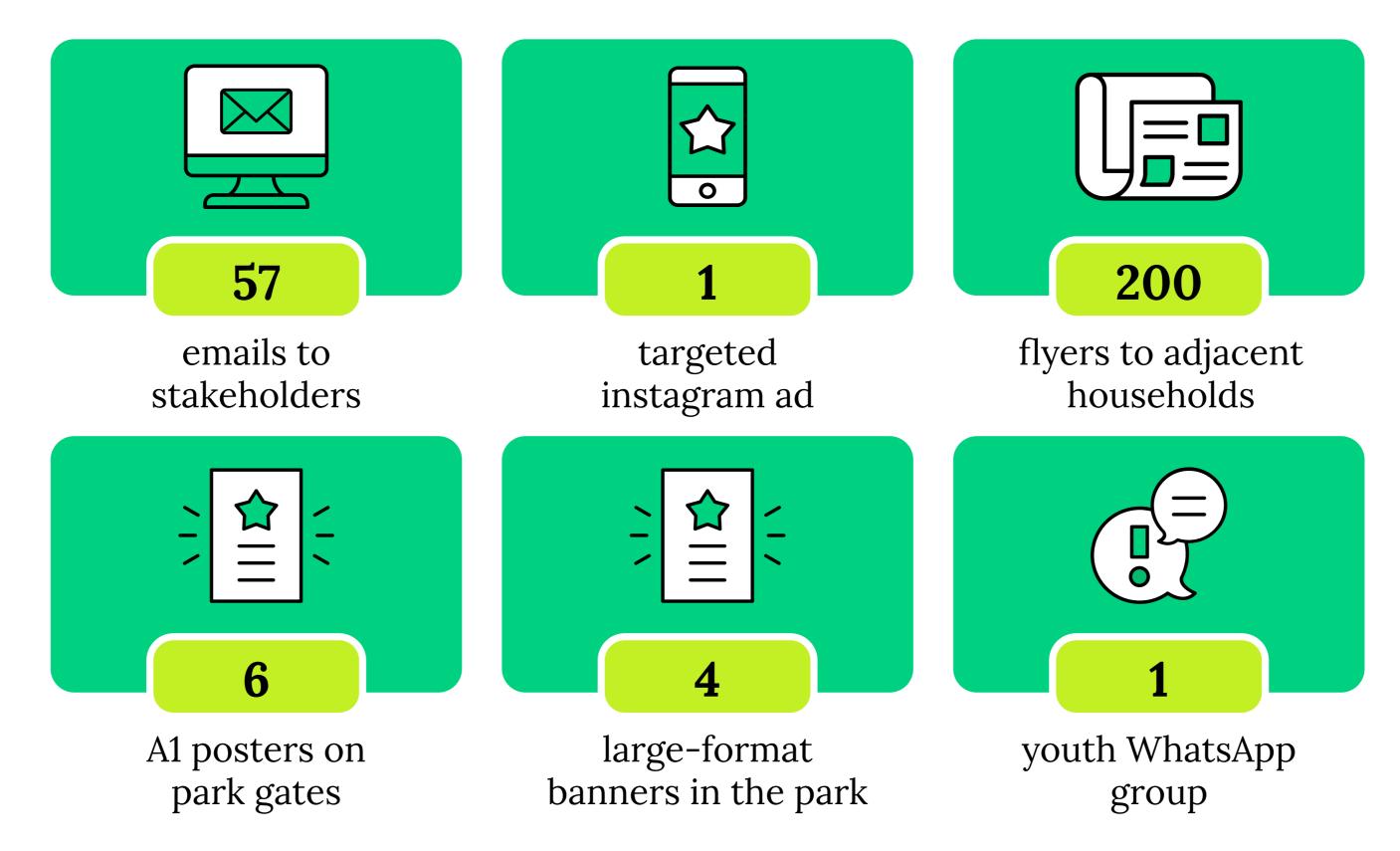




4.0 Promoting the engagement programme 4.2 Promotion channels

Share and refine community brief

The next stage of the engagement programme was to showcase and refine the Draft Community Brief. It was promoted from **12th to 28th July 2024** through the following routes:







5.0 Feedback gathering

Half of the site will be d for housing to raise ch needed funds for e community and stional facilities and meet the running osts of the park.

> hat are your ideas for the other half of the site?



Through developing we wa



5.0 Feedback gathering, 19th March - 28th June 2024

The insight gathering stage focused on collecting the feedback on the following themes and using the following mechanisms.

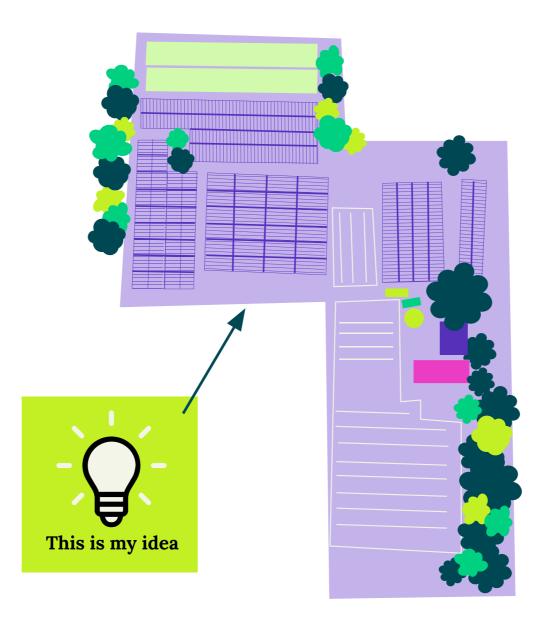
Survey/feedback form questions:

Half of the site will be used for housing to raise much-needed funds for the community and operational facilities and to meet the running costs of the park.

- What opportunities could come from
- Page developing the Old Nursery Site? (e.g.. new
- public open space, new community facilities, 80 enhanced biodiversity)
- As half of the site will be housing, what are your ideas for the other half of the site based on the following key themes?
 - I. Nature, planting and sustainability
 - II. Spaces for activities, sports, learning and play
 - III. Social spaces and seating
 - IV. Indoor community space
 - V. Other ideas
- Please share any other comments about developing the Old Nursery Site

Map feedback:

in a specific location.

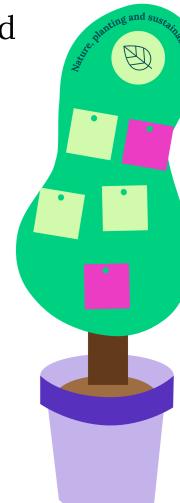


People will be able to pin their ideas for the site

Themed feedback for pop-up 'plants'

People will be able to add their ideas for a specific theme on the matching plant.

- Nature, planting and sustainability
- Social spaces and seating
- Spaces for activities, sports, play and learning
- Indoor community space
- Other ideas







5.0 Feedback gathering, 12th July - 28th July 2024

The insight sharing stage of the engagement focused on showcasing the Draft Community Brief that we prepared based on the feedback gathered between March and June 2024. It was an opportunity to check that the draft brief aligned with what we have been told and collect any other missing priorities or further comments on the project using the following mechanisms:

Survey/feedback form questions:

- Do you agree with the themes in the Draft Community Brief?
- All of them / Some of them / None of them $\frac{1}{2}$
- What are your top three priorities from the Draft Community Brief?
- Is there anything missing from the Draft Community Brief?
- Any other comments on the Old Nursery Site project?
- Did you give us feedback between March and June? Yes / No

Dot-voting feedback:

People were asked to vote their top three priorities from the Draft Community Brief using coloured sticky dots against the 5 themes laid out on a tabletop setup.







make:good



Between the 19th March - 28th July 2024 the following engagement activities were delivered:



cycle throughs



West Ham Park Old Nursery Site | Engagement Report | September 2024



instagram ads



tag-on activities



online surveys



Bengali women's walkabout

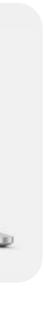


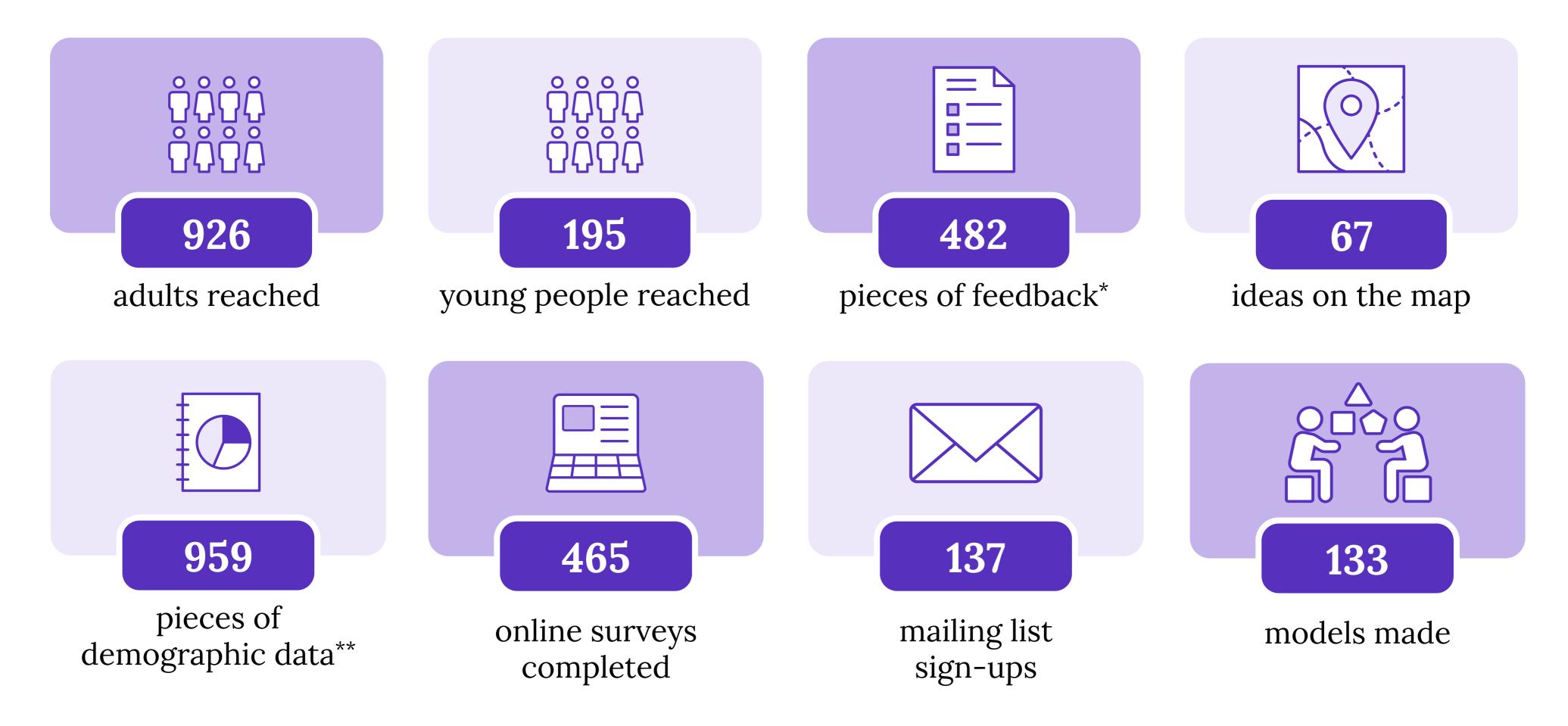
Young Designers programme



Draft Community Brief exhibitions







*a piece of feedback refers to a completed paper feedback form or dot-voting feedback. **a piece of demographic data refers to information given to us of certain attributes such as age, gender, ethnicity and postcodes. This was collected via surveys/forms and at school workshops.

The engagement activities resulted in the gathering of the following data:





Between 17th April - 28th July 2024 we delivered the following events:



Pop-up 01, West Ham Park

Date: Wednesday 17th April

Attendees: 38

Pieces of feedback: 18



Pop-up 02, West Ham Park

Date: Tuesday 30th April

Attendees: 46

Pieces of feedback: 29



Cricket

Date: Thursday 9th May

Attendees: 24

Pieces of feedback: 7

Tag-on to Capital Kids



Tag-on to patchwork at **Carpenters Estate**

Date: Thursday 9th May

Attendees: 6

Pieces of feedback: 4



Additional pop-up & cycle throughs

Date: 8th & 9th May

Attendees: 33

Pieces of feedback: 25



make:good



Between 17th April - 28th July 2024 we delivered the following events:



Bengali Women Walking Group

Date: Thursday 17th May

Attendees: 7

Pieces of feedback: 7



Pop-up 03, West Ham Park

Date: Saturday 19th May

Attendees: 67

Pieces of feedback: 54



Park Primary School workshops (x3)

Date: Tuesday 21st May

Attendees: 74

Models made: 34



West Ham Church Primary School workshop

Date: Wednesday 22nd May

Attendees: 36

Models made: 18



11th Newham West Scouts workshop

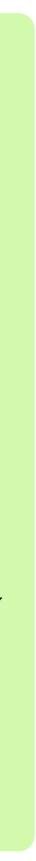
Date: Wednesday 22nd May

make:good

Attendees: 9

Models made: 7





Between 17th April - 28th July 2024 we delivered the following events:



JFK Special School SEN workshop, 5th June

Date: Wednesday 5th June

Attendees: 18

Models made: 16



Pop-up 04, West Ham Park

Date: Friday 7th June

Attendees: 32

Pieces of feedback: 26



Curwen Primary School Workshop

Date: Monday 10th June

Attendees: 20

Models made: 20



Elmhurst Primary School Workshop

Date: Tuesday 11th June

Attendees: 29

Models made: 29



Tag-on to Khidmah Academy's Friday prayer group

Date: Friday 14th June

Attendees: 12

Pieces of feedback: 9





Between 17th April - 28th July 2024 we delivered the following events:



Pop-up 05, West Ham Park

Date: Saturday 15th June

Attendees: 32

Pieces of feedback: 26



Tag-on to East End Islamic Centre's Friday prayer group

Date: Friday 21st June

Attendees: 11

Pieces of feedback: 9



Date: Friday 12th July

Attendees: 35

Pieces of feedback: 19

Tag-on to Park Primary School Summer Fair



Young Designers Programme

Date: Monday, 22nd -Wednesday, 24th July

Attendees: 9

Feedback given: 9



Draft Community Brief Exhibition 01

Date: Wednesday, 17th July

Attendees: 50

Pieces of feedback: 42



make:good



Between 17th April - 28th July 2024 we delivered the following events:



Draft Community Brief Exhibition 02

Date: Monday 22nd July

Attendees: 18

Pieces of feedback: 13



Draft Community Brief **Exhibition 03**

Date: Wednesday 24th july

Attendees: 27

Pieces of feedback: 21



Draft Community Brief Exhibition 04

Date: Friday 26th July

Attendees: 43

Pieces of feedback: 31





7.0 Feedback

West Ham Park Old Nursery Site | Engagement Report | September 2024



7.0 Feedback7.1 Survey feedback (from March - June engagement activities)

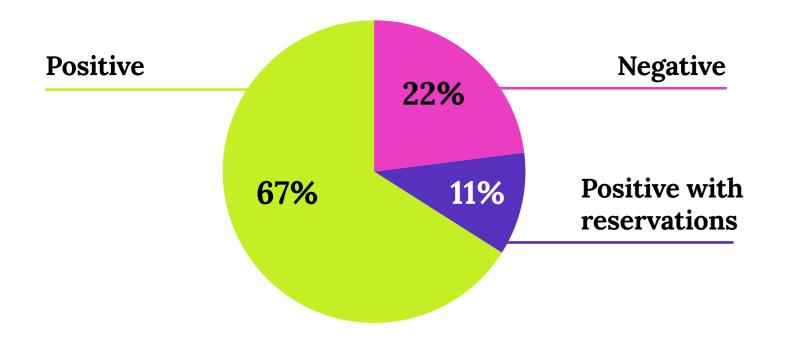
We have analysed all 631 completed surveys between March and July and identified the top five themes that were mentioned most frequently.

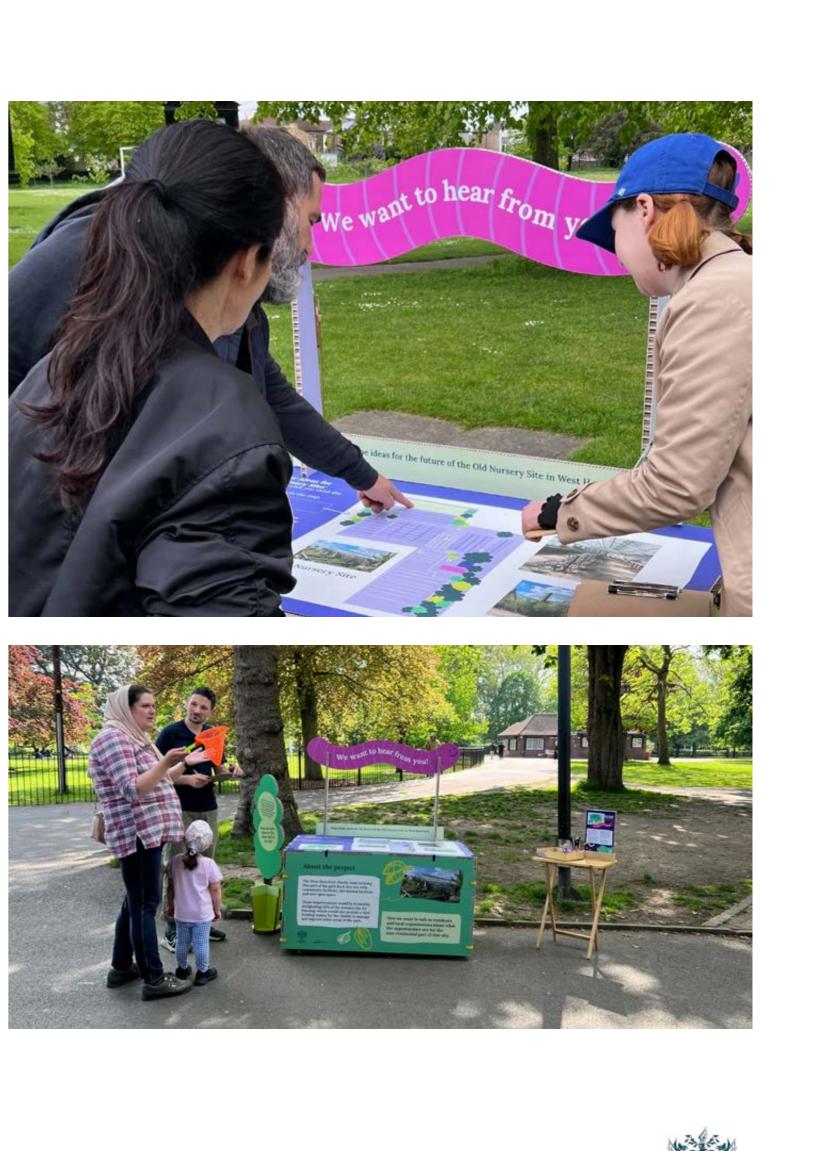
It is important to note that these themes are often described in proximity to each other so while a café received most mentions it also described combining this with an indoor space, connected to outdoor seating and set within a sensory planted area.

An addition to thematic feedback, we identified when feedback was negative, positive with reservations, and positive and talked regularly to the client team about what sentiment we received from local people.



Overall feedback sentiment:







31

7.0 Feedback

7.1 Survey thematic feedback (from March - June engagement activities)

Community facilities

359

Indoor community space that offers booking / hiring service for a range of activities including events, sports, training and learning classes catered for all ages.

Café 358 A community-run café with affordable offerings was suggested as a top priority Good quality and well maintained toilets could be connected to this facility.

"It would be a great community hub and [a] small garden centre would be a nod to the heritage of the site, as well as being a great tool to teach ... about sustainability and community."

"The park is in desperate need of a coffee shop. For such a big and beautiful space that is so popular with local families, it feels like a big miss not having one."

"Ideal opportunity would be to extend the park green space. The need for and benefits of open space are legion, especially in this Borough."

Number in white circle is the times this topic was mentioned

New green & 290 open spaces

New green spaces with opportunities to enhance biodiversity and wildlife, additional planting, social spaces and seating areas that complement the park.

Community growing space

165

New community garden/allotments for local people to get together and learn about plants and food growing.

Social spaces & 138 covered seating

Spaces to sit that are sheltered and welcoming all year round. These could be connected to an outdoor deck from a building and provide views of any play provision.

"Would love to see allotment spaces or community growing with hands on education and experience for children, disadvantaged, challenged, everyone."

"Covered seating areas outside of playground for picnics"

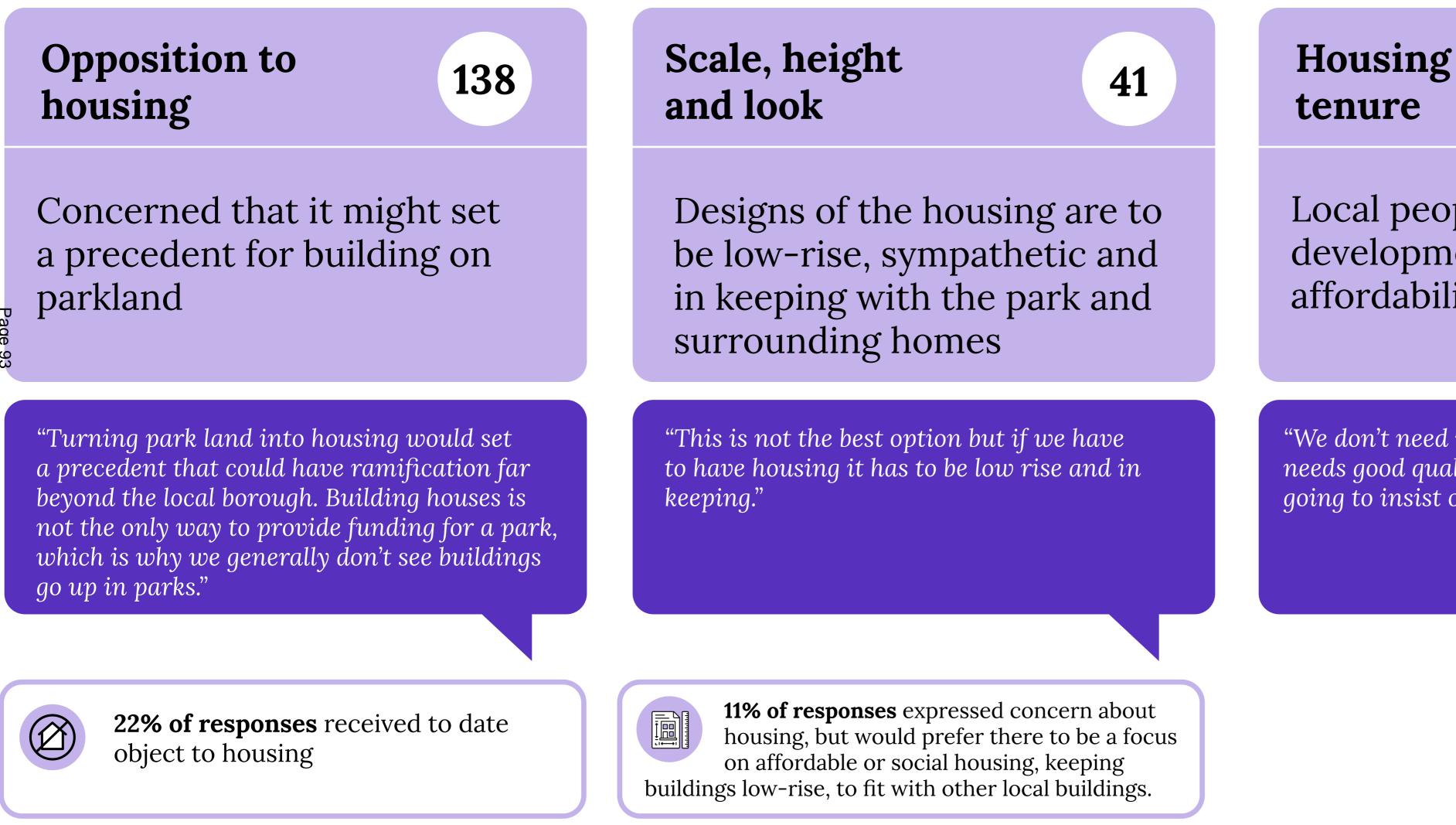
"Additional seating facing the flowers to take photos and relax"







7.0 Feedback 7.1 Survey thematic feedback (from March - June engagement activities)



Number in white circle is the times this topic was mentioned



Local people would like the development to focus on affordability / social housing

"We don't need more expensive flats. The area needs good quality social housing if you are going to insist on selling half for housing."









7.0 Feedback7.2 Young people workshops

We ran workshops with 186 local young people aged 10-19 in three different settings: four primary schools, a SEN secondary school and a scout group.

We asked them to share what they like, don't like and what is missing in West Ham Park and explained the key aims and opportunities of the project.

This was followed by a model-making Activity, using a range of 3D materials and visualisations of key locations. They were briefed to plan and model ideas for making different public spaces more inviting to young people. There were several recurring themes as well as site specific opportunities which we have identified on the following pages.

What do you like?

When asked what the young people liked about West Ham Park there was lots of enthusiasm and excitement. It is clearly an important place for them and the backdrop to lots of different activities they participate in from cycling around, attending formal sports activities, going there as a school group and playing in the playground.

All the young people we worked with appreciated the variety of planting, trees and access to different types of landscape from the woodland area to the ornamental garden.

The variety of activities on offer, including the sports provision and playground, was also recognised as an important positive quality of the park that means it is a place that lots of different people can come and enjoy being outside.

What don't you like?

The young people found it more challenging to identify things that they do not like about West Ham Park but there were three common themes:

- The perceived reduction in the range of play equipment they saw as suitably challenge for their age range and older
- The lack of consideration shown by some park users in relation to litter and dog poo
- The cleanliness of the public toilets

What is missing?

Again, the young people really valued all the facilities in the park at the moment but key features that young people identified as missing were:

- Café or snack shop so that people can spend longer in the park
- Play provision for older children (year 6 and older)
- Basketball or dodgeball court
- Quiet seating areas







7.0 Feedback

7.2 Young people workshops: Model themes

Planting and trees

Nearly all the models featured an element of planting, trees and referenced the creation of additional habitats for wildlife. From sensory paths through planting, bird boxes, ponds, trees for shade and shelter and more to using planting to create quieter pockets of space in the park. Workshops to learn about wildlife were also referenced.

Designing in a way that continues the range and quality of landscape provision in the park at the moment was important.





Café

A café or snack shop was modelled either as a singular item or as part of a set of features that connected a café with an outdoor seating area and access to an element of play so that family and friend groups could all spend time in the same area and have the facilities they needed.

It was noted that this type of provision could also accommodate modest indoor activities and provide supervision for additional park toilet facilities.





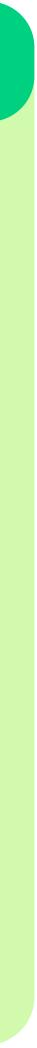
Play for older kids

o o

Many of the young people noted that while they could enjoy parts of the new playground it was lacking in more challenging provision for their age range and older. Monkey bars and more challenging climbing featured as well as dedicated skateboard, rollerskating or bike tracks. This was modelled as areas of undulating ground or landscape that provided a different type of experience with more challenge than is offered by the paths around the park.







7.0 Feedback7.2 Young people workshops: Model themes

Seating



Creating pockets of sheltered seating through gazebos and terraced areas was important. Seating that was more playful such as stepped seating that could also be used for parkour or hammocks were identified as something that would provide a different type of seating than is already on offer.



Basketball / dodgeball court

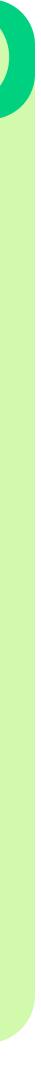


While the young people appreciated the number of different sports activities the park provides at the moment a specific basketball and/ or dodgeball court was also identified as something that was missing and featured in the models. These were often combined with seating areas beside them so that could become a more sociable and informal place to play sport.





make:good



7.0 Feedback

7.2 Young people workshops: Special Educational Needs (SEN) workshop

We ran a tailored workshop with 18 SEN students from the JFK Special School aged 12 - 19 with speech or language needs and difficulties with fine motor skills. With support from the teachers, the students were confident in their ability to share their own ideas on what they liked and _disliked about the park whilst coming up awith their own imaginative designs for a **g**ocal park.

The feedback and themes that came about from the SEN workshop are summarised opposite:

What do you like?

When asked what the SEN students liked about West Ham Park, it is clear that the park is an important place for them to spend time with their families and play with their friends. It provides a backdrop to lots of different activities they participate in from cycling, playing football with friends and having a picnics with family.

Some of the students appreciated the playground and the play equipment, and the flowers in the garden area.

What don't you like?

The SEN students mentioned that the surfaces around the park are uneven making it challenging for wheelchair users to get around. There is also a lack of sensory-focused and interactive spaces for them to enjoy.

What is missing?

A café or a place to purchase food and drink from was identified as a missing feature.





7.0 Feedback

7.2 Young people workshops: Special Educational Needs (SEN) workshop

Accessible play equipment



Many of the SEN students noted that while they enjoy the playground provision as shown on their models, however it is lacking in more challenging provision for young adults with disabilities.

Provisions such as swings and surface areas suitable for wheelchair, trampoline, gym and balancing equipment were identified through their models.



Swimming pool, water features and river were featured on the students' models referencing the provision of more water elements in the park. A range of flowers and manicured garden were also featured in one of the models, showing the importance of nature and planting to the students.

88 0





Multi-use spaces



It was clear that the park is well used by the SEN students as a place to spend time with their family and friends outside, and they would like to see more provisions that support this such as a large picnic area, indoor / outdoor cinema open to all and accessible outdoor gym facilities, as shown on their models



Accessible sports areas

Whilst the SEN students enjoyed the number of different sports activities the park provides at the moment, a basketball court and large football pitch accessible to all were also identified as missing and featured in their models.









7.0 Feedback 7.3 Walkabouts

On Friday 17th May, 6 women and 1 man of Bengali heritage led the engagement team on a walk from their community base into and around West Ham Park to share their current experience of the place through the intersectional lens of being Muslim with a range of physical abilities and ages.









The Old Nursery Site would need a specific draw to encourage people to go there - for example a kitchen garden or sensory garden.

Covered seating areas across the park were a key positive feature for the group.







From Monday, 22nd to Wednesday, 24th July, nine local young people were recruited from St Bonaventure and Stratford Academy to attend 3 workshops that explored their perspective on the park and ideas for the Old Nursery Site.

The programme was focused on the Old Nursery Site but also provided opportunities to learn design tools and thinking for those particularly interested in design or creative fields. Holding the sessions over a series of days meant that more in depth conversations were possible with young people than in some of our other engagement activities.

Finally it was important that the sessions were held in the bandstand and included a site investigation of the Old Nursery Site so an outlook onto the park was provided to help focus conversations and develop responsive outcomes.









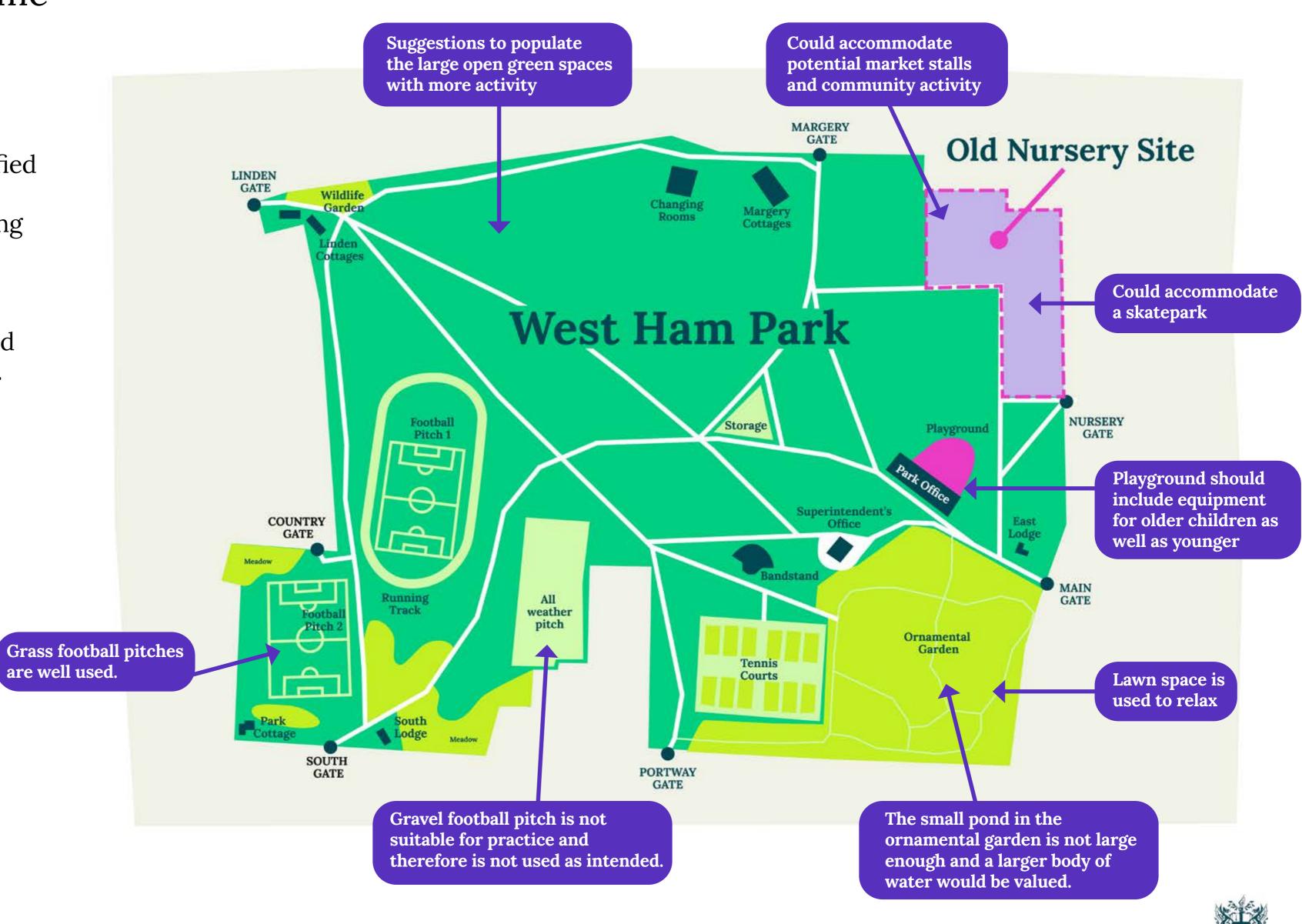




Site Survey

Using maps of the site the young people identified places and features they thought could be improved in the park as a way to start identifying gaps in provision that could be accommodated on the Old Nursery Site. The group were taken into the site itself to carry out a visual survey and initiate thinking about what the space could accommodate alongside the proposed housing.

³ Page 101



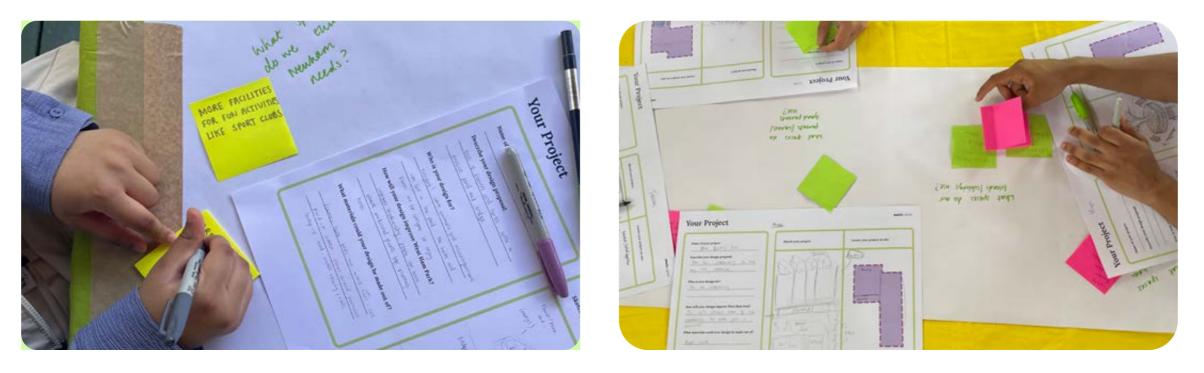
make:good

good CITY



Identifying needs

Working in groups the young people discussed what different users of the park might need before working out if these needs were currently met in the park or whether they could be catered for within the Old Nursery Site.



Spaces for Newham

Key ideas identified were:

- More facilities for fun activities like sports clubs
- More water for young children to play in
- Activities that will attract older kids like basketball, astro turf and a skatepark
- More youth clubs in Newham as currently there aren't many
- Cycling, benches, covered areas and storage for sports equipment

Spaces for parents / carers

Key ideas identified were:

- A place that can be booked where grown ups/ older people can socialise for lunch
- More toilets and facilities
- More seating for older people and parents
- There should be more fitness activities for older people
- Benches, leisure areas, community groups for older people
- Trail path for walking for older people and parents after leaving their children in the playground

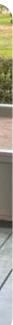


Spaces for young people

Key ideas identified were:

- Walking paths and routes
- Basketball courts and seating/ viewing area
- Fountain/ water area for relaxing and sitting down
- Place to buy and eat food/ snacks
- Skatepark
- Covered benches and seating area
- Play and sports areas for older and younger siblings close by to each other
- Space for after school clubs and youth groups





Developing designs

Thinking about the needs they had identified and their site analysis, the young designers started to develop design ideas through a collage and model making activity. Using photos from the site visit, collage materials of other buildings, spaces, textures and model making materials they showed their ideas in 2D and 3D.

Page 103

A space for farmers markets where members of the community have the opportunity to grow and sell their own produce.



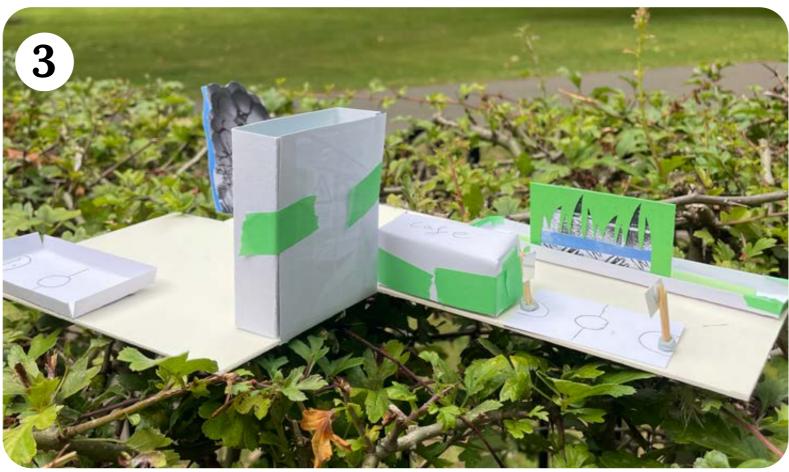
3

4

A basketball court located in a tucked away portion of the site that included a walkway and planting around it.

- A large greenhouse supplying goods to the park users and connected to a café. Co-located with a basketball court and a smaller football pitch.
- Large foundation surrounded by planting and nature near the entrance to the site.















- A central water feature, a skatepark, café and green garden walkways.
- 6

5

- A large fountain surrounded by seating and walkways with large trees.
- 7 Planting trees around the site perimeters and community beehives that could provide an educational and commercial opportunity.
- **8** Page 104

A sheltered area located beside a large water centrepiece surrounded by lots of seating. Consider lighting to extend the use of the area after sunset.













The young designers took ideas from their models to scale up and think about how they would work at a larger scale. The intention was to work as close to full scale as possible and zoom in on a detailed component of their idea.

Their final models consisted of:

- 1
- A basketball hoop, as basketball is not currently accommodated for within the park.



A covered planter and beehive to illustrate the importance of including produce within the new facilities.



A fountain centrepiece surrounded by a seating area. Water was seen as an important calming feature for the park.

A dedicated youth space that can accommodate a range of activities from sports and exercise, food stalls, toilets, lounge and space for storing equipment.



A community growing and education space for local people to meet, socialise and gain gardening knowledge

















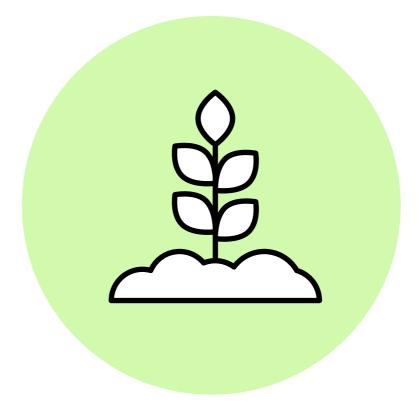


Ideas from the young designers echo the community brief including:





Indoor community space, although the focus was on providing space and activities specifically for young people. Play for older children for example basketball and skateboarding.





Planting that includes food growing alongside beehives which could potentially supply a park café. Water featured heavily in discussions and was seen as being important for creating a relaxing environment.





7.0 Feedback 7.5 One-to-one feedback

The table below summarises the feedback we received from our one-to-one engagement with the different audiences on the Old Nursery Site between April and June 2024.



More areas for forest schools, sensory garden, highly desirable as these spaces are currently

Spaces for activities, sport, play & learning

• Safe facilities for children to learn and play, including play spaces for students with special needs, which are currently lacking,

• More activities for local young people as an initiative to get them off the streets and

Space for young people, toddlers, and parents

Audience: Youth group

Capital Kids Cricket

Dates:

09.05.24

Key feedback:



Indoor community space

- Indoor space for sports that is attached to a café.
- Toilets near the cricket pitch that are accessible and working









7.0 Feedback 7.5 One-to-one feedback

Audience: Community groups

Friends of West Ham Park & London National Park City

Dates:

03.05.24 and 08.07.24







Nature, planting & sustainability Expansion to the allotment and orchard, including areas for wetlands and forest Educational opportunities on food growing by linking up with community groups and schools in the area



Kitchen garden idea to tie it with the 'botanist' theme and heritage of the site from the greenhouses

Spaces for activities, sport, play & learning



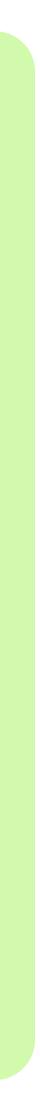
Indoor community space

- Expansion of the education programme outside of school hours and make it accessible to all
- Providing more activities for the young people / older children to encourage them to visit the park

Opposition to housing:

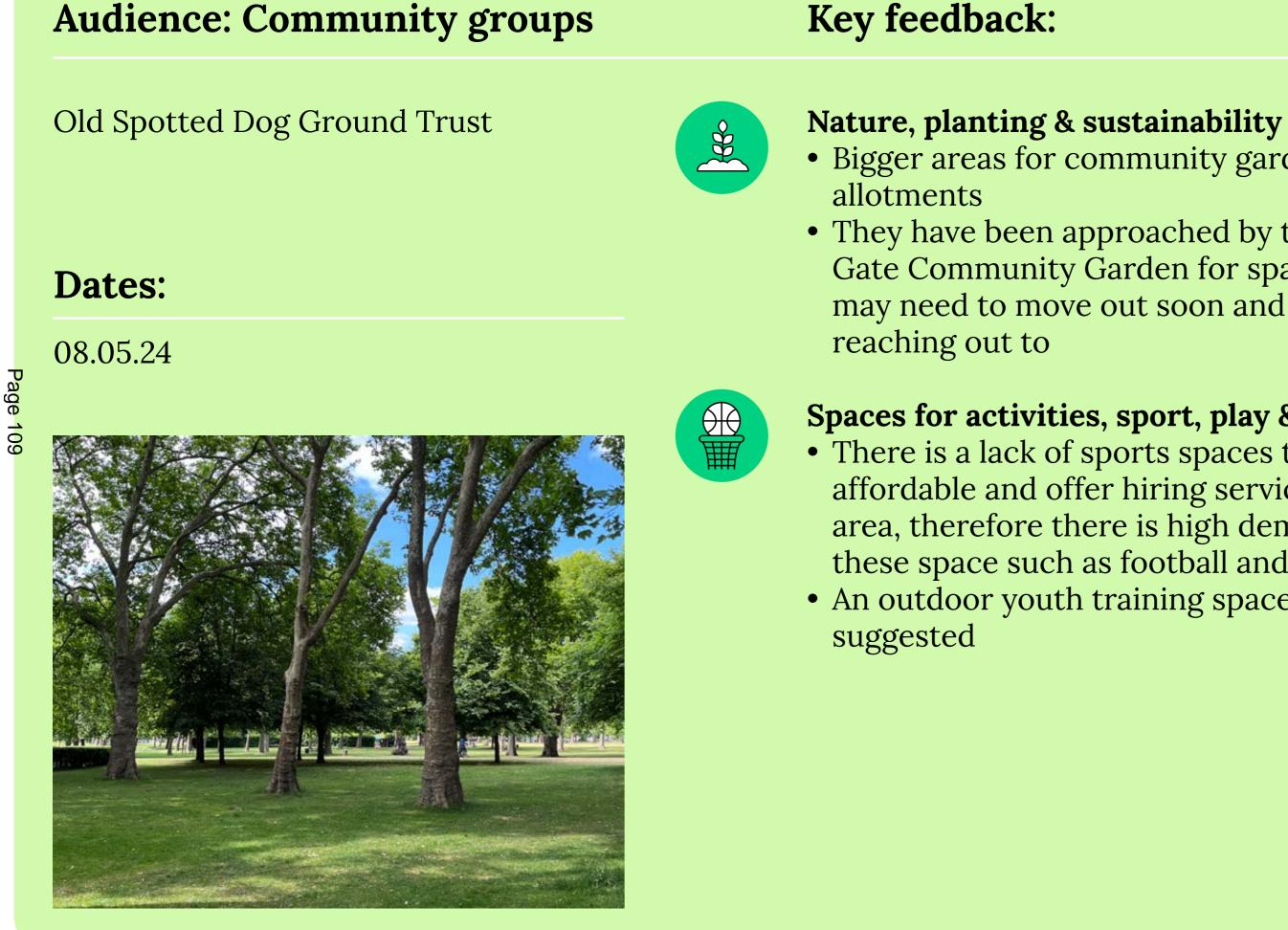
Friends of West Ham Park have made their stance clear on housing and will continue to do so. They want the best for the park and would like the WHP charity to reconsider their decision or explore alternative funding channels, which FoWHP are happy to assist with and be closely involved on the future of the site.







7.0 Feedback 7.5 One-to-one feedback



• Bigger areas for community garden or

• They have been approached by the Forest Gate Community Garden for space as they may need to move out soon and worth

Spaces for activities, sport, play & learning

• There is a lack of sports spaces that are affordable and offer hiring service in the area, therefore there is high demand for these space such as football and cricket • An outdoor youth training space is also



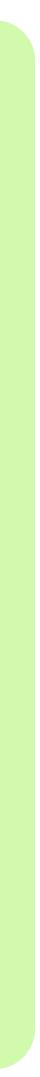
Indoor community space

These spaces will need to be properly managed and staffed and the cost of running them can be expensive.

On housing

• Would like the focus to be on social housing







7.0 Feedback 7.5 One-to-one feedback

Audience: Faith groups

RE Matters, Highway Vineyard Church & Salvation Army

Dates:

14.05.24 - 05.06.24



Key feedback:



Nature, planting & sustainability



Spaces for activities, sport, play & learning

- with the local schools
- Better wayfinding for the site and the whole park



Indoor community space

- Provide calm and safe space for elderly warm space during the colder months
- hire to generate income for the park
- for running groups, etc.

Expansion to the community allotment area

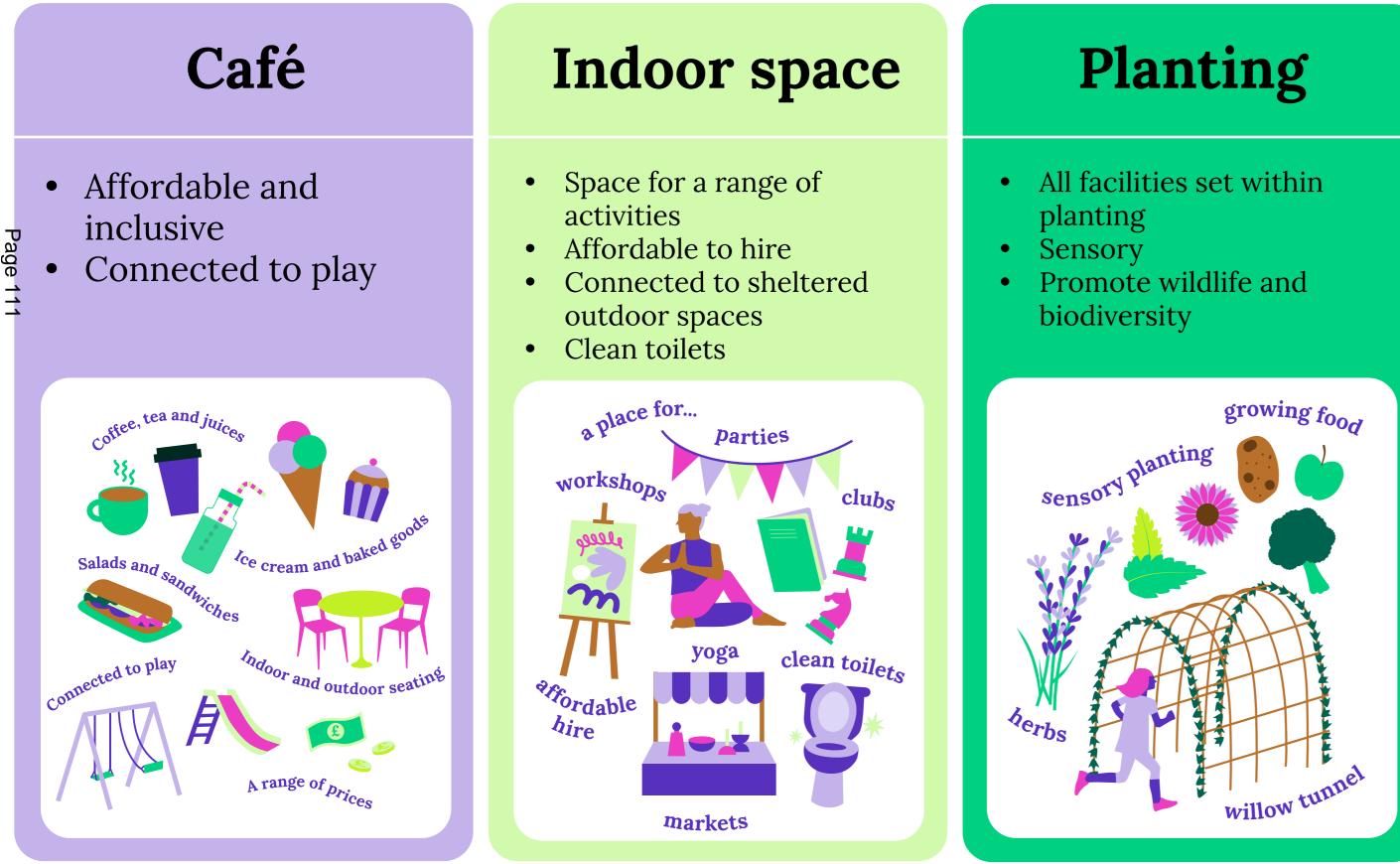
• Encourage more link up or programming

people to get together, including providing • Café with a dog-friendly area and space to • Storage space to lock up valuable materials





We used the feedback from the insight gathering stage between March and June 2024 to shape a draft set of priorities for a community brief that would shape any further development as shown below.



Play for older children

- More challenging climbing
- Space for skateboards, roller skates etc..



Housing

Any housing included needs to be:

- Appropriate in scale
- Screened from park with planting







Promoting the Draft Community Brief

Between 12th July - 28th July, we ran 4 exhibitions in the park, 1 tag-on with the Park Primary School Summer Fair and installed 10 banners and posters around the park displaying the Draft Community Brief and inviting people to give feedback online and at in-person events. The events were promoted via our mailing list, flyers to 200 households adjacent to the site, rimake:good's and West Ham Park's social media, and 1 youth group on WhatsApp.



4 exhibitions





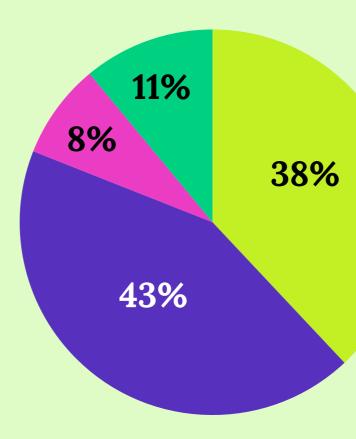
make:good



In this round of engagement:

- **265** people reached online and in-person
- **218** pieces of new feedback
- **65%** had not given feedback before
- **24%** were returning participants
- **11%** didn't say if they had given feedback before

Do you agree with the themes in the Draft Community Brief?



Summary: Out of the 218 pieces of feedback, 81% were positive about all or some of the priorities shown on the Draft Community Brief. The majority of those who agreed with some of the priorities chose this option when they agreed on 4 out of the 5 priorities, omitting housing. Many people did not realise that what was shown are conditional aspects of housing – rather than housing as a priority.



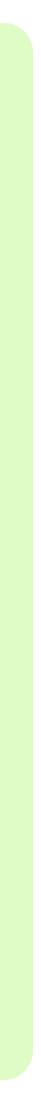
Quotes from respondents:

"I think it is full of good ideas. The area needs housing too. Good compromise."

"I want to pick all 4 – they are all important. Perhaps housing is better taken out of the brief and more of a condition"

"Don't include more housing. Make it a space exclusively for the community with play provision and plants."





We also collected a new batch of feedback which opposed the housing (24%) from new participants but as only 8% of respondents said they didn't agree with any of the priorities we can see that people who don't support the housing may still agree to some of the priorities from the Draft Community Brief.

"I don't like the idea of community space being given over to housing, maybe if it can be guaranteed social affordable housing? But this should be a space for the local community"

Based on this feedback, we can conclude that the first four themes do reflect local sentiment but we have moved the comments on housing into a separate section in the report. The final version of this brief would be part of the mechanism to keep monitoring whether local priorities are being met as the project progresses (refer to section 10 Community Brief in this report).

Housing

Any housing included needs to be:

- with planting

• Appropriate in scale Screened from park







What are your top three priorities from the Draft Community Brief?

The following number of comments were counted from the feedback forms and dot-voting feedback*:



*these numbers include people who completed the dot-voting setup and did not complete feedback forms at the in-person exhibitions hence these numbers are higher than the number of feedback forms completed.



make:good



What are your top three priorities from the Draft Community Brief?

The following number of comments were counted from the feedback forms and dot-voting feedback*:



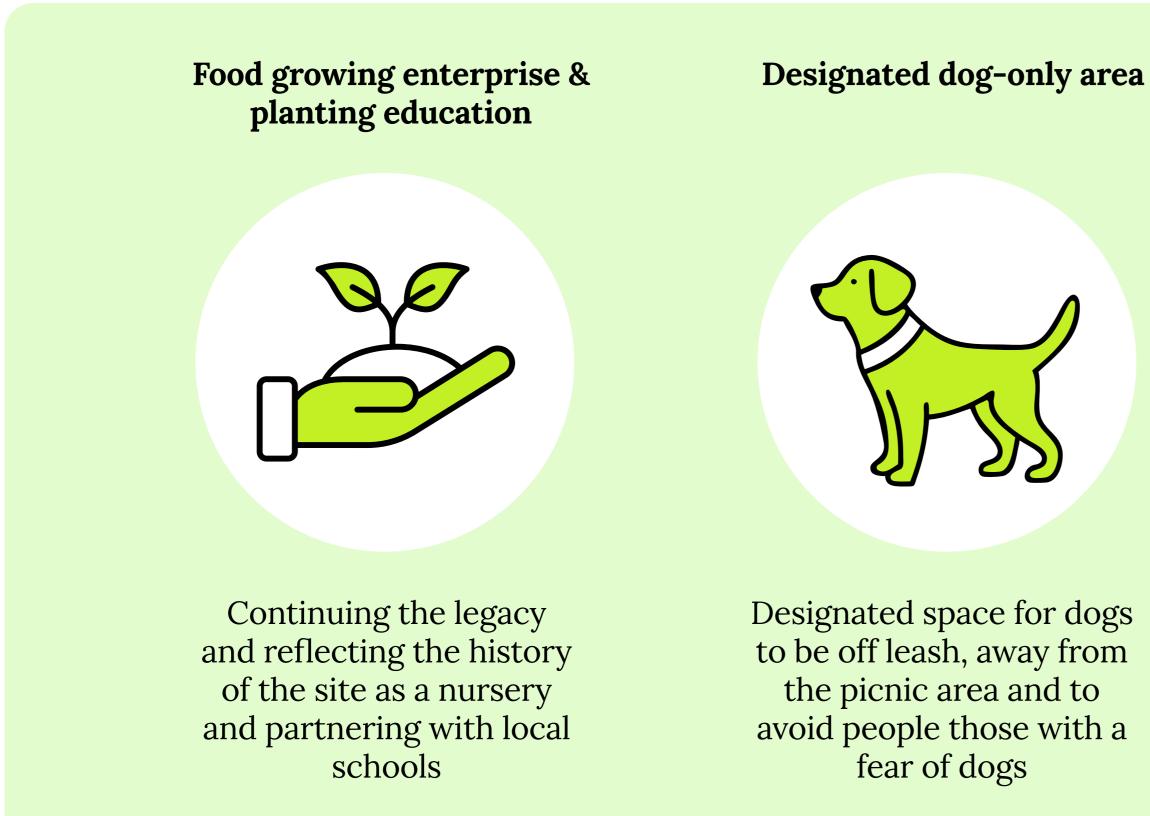
*these numbers include people who completed the dot-voting setup and did not complete feedback forms at the in-person exhibitions hence these numbers are higher than the number of feedback forms completed.



make: good



People have also mentioned the following priorities for the site during this stage of the engagement:



More spaces & activities for people with special needs



Quieter spots and more accessible activities and spaces catered for disabled people and those with special needs



make:good



7.0 Feedback 7.7 Community Brief

Introducing the Community Brief

After the first stage of engagement we prepared a Draft Community Brief that summarised the key findings into five themes:

- Café
- Indoor space
- Planting
- Play for older children
- Housing

During the Draft Community Brief exhibitions [®]we heard that it would be better to omit housing from the community brief, because the points shown (appropriate in scale, screened from the park etc.) are not things requested as a community brief for the nonhousing part of the site, but are limitations people have suggested on the housing itself.

We can conclude that the first four themes do reflect local sentiment but please refer to Section 7.6 Sentiment on housing proposition.





make:good



7.0 Feedback7.7 Community Brief



Café: 236 comments

- A café was mentioned as a top priority for the site, somewhere to get a hot drink and snack at an affordable price.
- A community-run café was suggested, using locally sourced produce (including from the park's allotments) and part of a flexible space that can be used for events, exhibitions or workshops.
- Suggestions were made for a café to be more visible and to operate regular hours, particularly over the weekends and busy periods during the week.
- It was also suggested that the top 3 priorities could be under one facility on site.



Play for older children: 205 comments

- Spaces and activities for older children or young people were wholly welcomed as these are currently perceived as lacking in the area.
- These were seen as an opportunity to keep kids/young people off the streets and into to the park.
- Spaces for skateboarding, wall climbing, BMX track, monkey bars, workshops and classes to learn new skills outside of school hours for this age group were considered important.



make:good



7.0 Feedback7.7 Community Brief



Indoor space: 202 comments

- Besides having indoor spaces that the local people can hire for various events, activities or workshops all year round, people also welcomed the idea of having a space for older residents, new parents and children, young people, residents with special needs and more to get together or learn new skills.
- A farmers or community market was also mentioned as something that could happen regularly in this space.



Planting: 145 comments

• Plant education, food growing, environmentally-friendly food consumption, community gardening and a nursery which all reflect the history of the Old Nursery Site were mentioned as opportunities for the site and should be continued where possible.







7.0 Feedback7.8 Sentiment on housing proposition

The aim of this work was to assemble a community brief based on the West Ham Park charity's intention to use 50% of the Old Nursery Site for housing.

We did not ask participants if they would like to see housing on the site or not as this engagement focused on understanding what local people would like to have on the publicly accessible half of the site.

People did feedback that they were opposed to housing and often they used 'any other comments' section to suggest no housing at all. We have analysed this feedback and have included a summary of this sentiment opposite:



Across both stages of this engagement work 23% of respondents expressed opposition to any housing on the site.



Across stage 1 of the engagement work 11% of respondents referred to housing in terms of applying limitations to the height, scale and tenure of it.



Across stage 2 of the engagement work 8% of respondents referred to housing in terms of applying limitations to the height, scale and tenure of it.



8% of respondents that gave feedback in July expressed that they did not agree with any of the ideas contained within the Draft Community Brief. This means that 92% of respondents from July engagement, including those that were opposed to housing could also find other features of the Draft Community Brief that they agreed with. While we know that there is no consensus on the housing, the other four themes appear to be an accurate representation of what local people perceive are needed in this much loved park.





8.0 Demographics

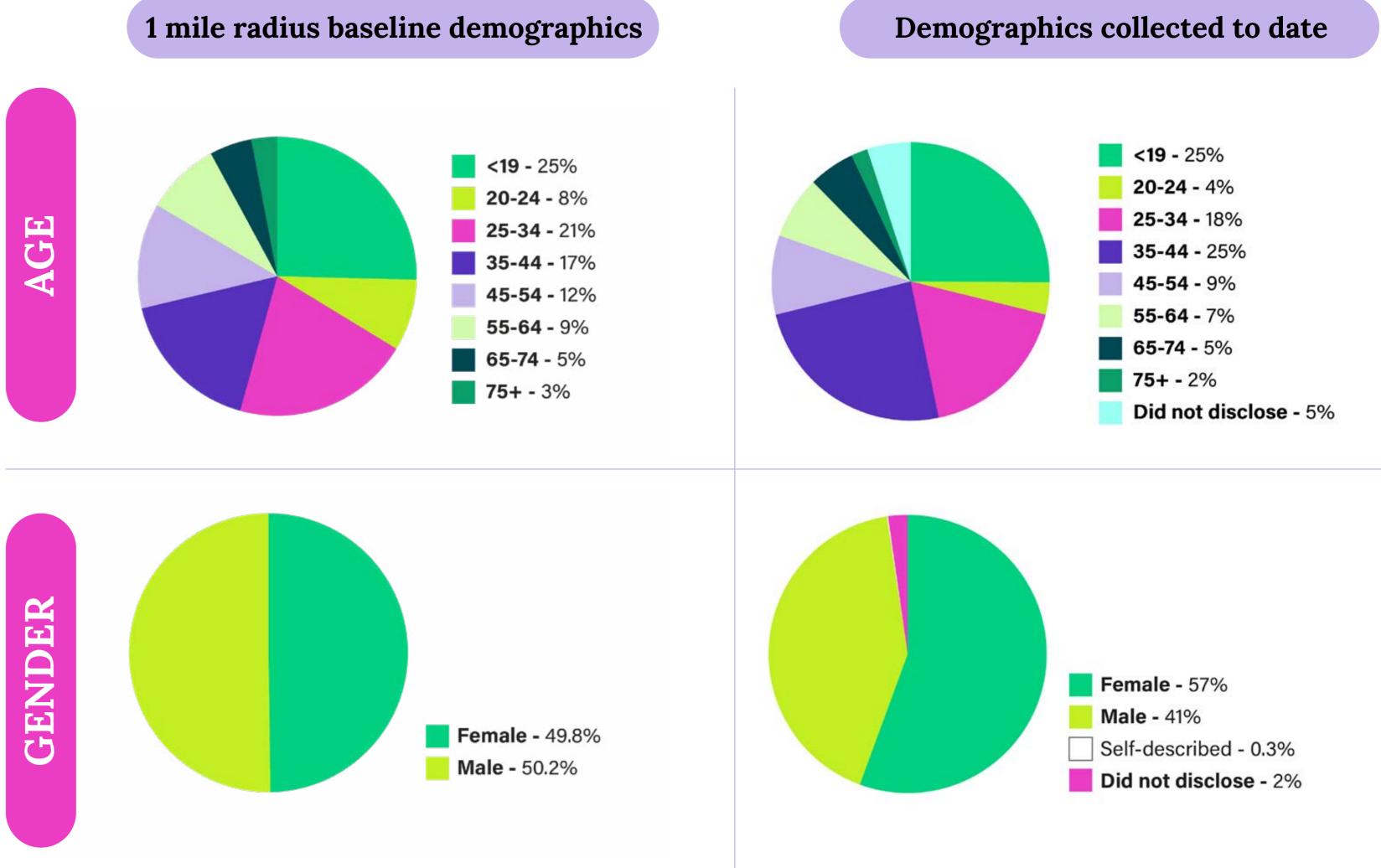


8.0 Demographics

In order to make sure the feedback we gather is representative of the area, we collected demographic data and compared it with local averages (based on 2021 Census data for a 1 mile radius of the park). Of the 1164 people who engaged with us, 959 gave some demographic data. By the end of July 2024 we gradually increased our reach particularly for ethnicity and age groups in the area, to align as closely as possible with the representative demographics within a 1 mile radius of the park.

Age summary: We received the highest number of respondents from people within the age group of <19 (25%) through our school and young people workshops, and 35-44 age group (also 25%), followed by 24-34 age group (18%) in which the median age of Newham borough falls under according to the latest census.

Gender: We received more feedback from women than men. This does not completely align with the 1 mile radius demographics, which shows higher percentage of male population by 9%.





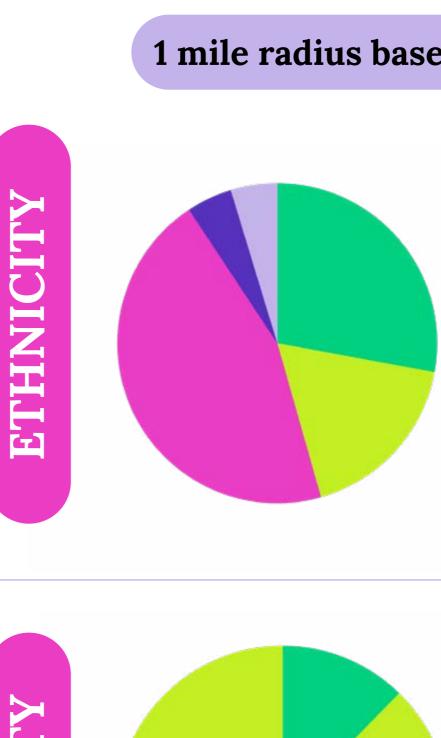
make:good



8.0 Demographics

Ethnicity: We have over-representation of the White British/White Other group due to the high number of online surveys completed from this ethnicity group (71% at the start of the engagement). However, we have gradually increased the representation of Asian/Asian British group through our in-person activities in the past few months to align as closely as possible with the local demographics. We Freceived slightly lower participation from the Black / Black British / ^{*}Caribbean or African group by 7% and higher representation of Mixed / Multiple Ethnic Origins group by 4%. 5% of participants did not disclose their ethnicity.

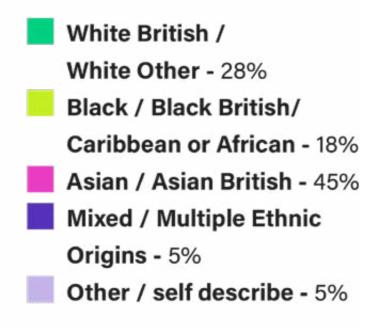
Disability: We received slightly higher feedback from people with disability by 1%, not taking into account those who did not disclose or preferred not to disclose their health status.

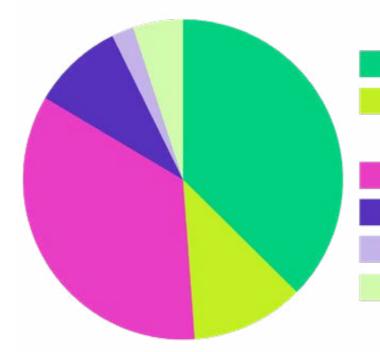




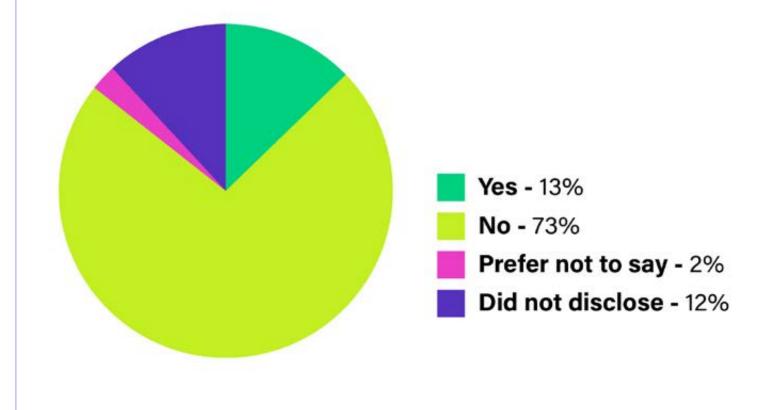
1 mile radius baseline demographics

Demographics collected to date





White British / White Other - 37% Black / Black British/ Caribbean or African - 11% Asian / Asian British - 35% Mixed / Multiple Ethnic Origins - 9% Other / self describe - 3% **DND - 5%**





Yes - 12% No - 88%





9.0 Geographic reach

West Ham Park Old Nursery Site | Engagement Report | September 2024

and and a



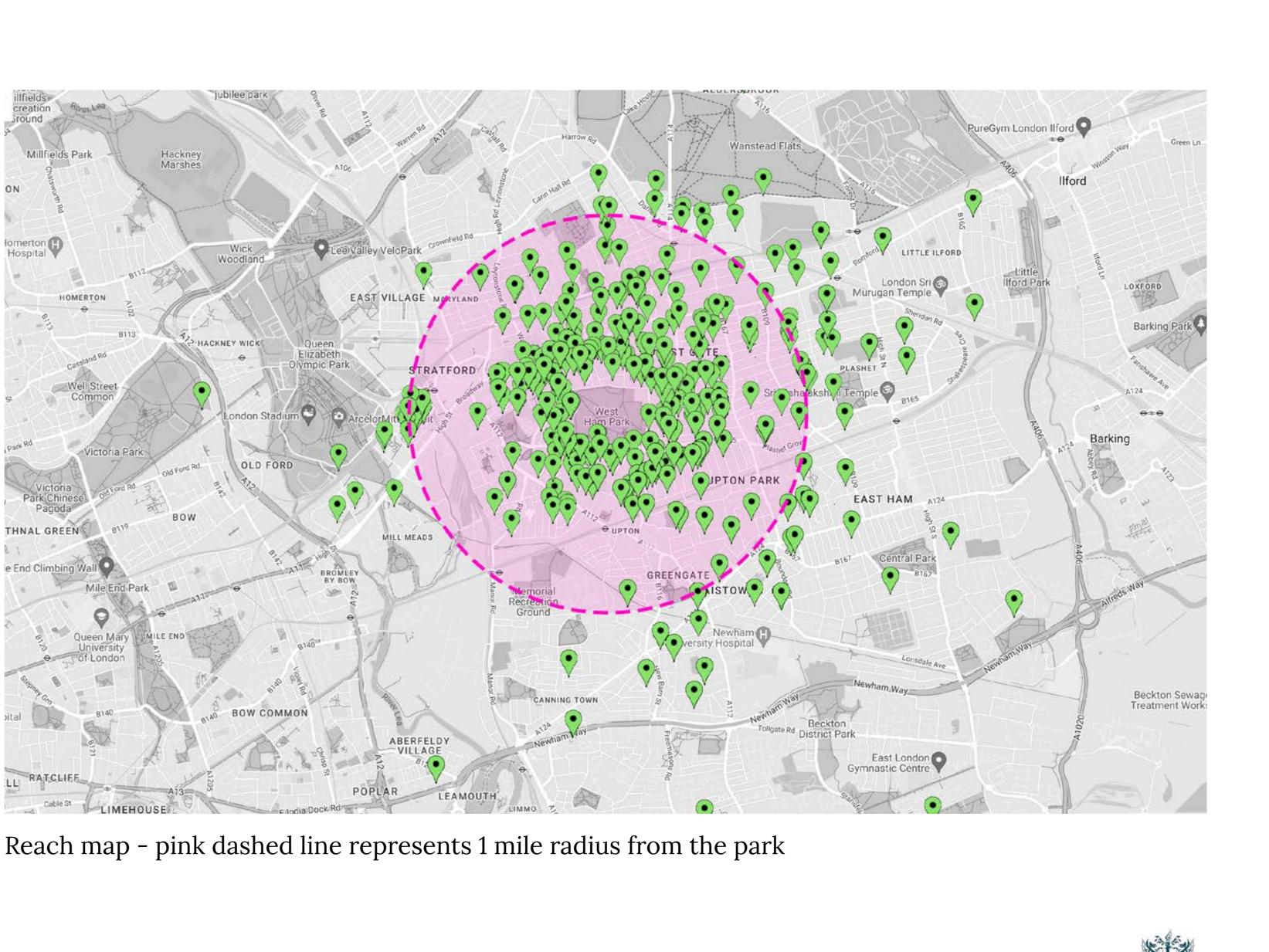
9.0 Geographic reach

Postcode data

Of the 947 people who gave us written feedback, 708 provided us with postcode data. From this we can see:

- 85% of people who gave their postcode live within a 1 mile radius of the site
- 95% of people who gave their postcode live in the borough of Newham
- 5% of people who gave their postcode
- live in the borough of Tower Hamlets & Page 126 Hackney, Redbridge and Waltham Forest

(note that most map points represent multiple respondents)





66

make:good

10.0 Next steps

Coertine of the service of the servi

Make a plan for

Want to ma

Tur fun chings do you chin

ddition to West Hem P

West Ham Park Old Nursery Site | Engagement Report | September 2024





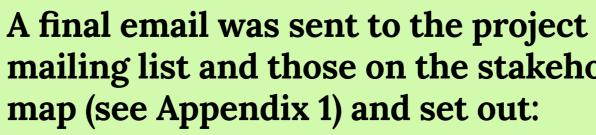
10.0 Next steps

Having spoken to over 1000 people who represent the local area, we can see that a café, play for older children and indoor community space are the main priorities for the Old Nursery Site.

Other suggestions to consider are accessible facilities for people with disabilities and educational food growing.

Whilst some people have concerns about housing, or are opposed to the decision to Introduce housing on this site, 92% of those [®]who reviewed the Draft Community Brief could see the potential for benefit through the project.

Following the completion of this report the next steps are set out opposite.





Updated FAQs received



Confirming that a further update would come from West Ham Park charity via City of London

mailing list and those on the stakeholder

The sentiment from the Draft **Community Brief exhibitions**

The intention is that this report will be considered in detail by the West Ham Park charity committee before they set out the next steps for the project.



West Ham Park committee will decide the next steps for the development of the Old Nursery Site by the end of the year, including a decision on how much of the community brief can be incorporated into the plan for the non-housing half of the site depending on spatial requirements



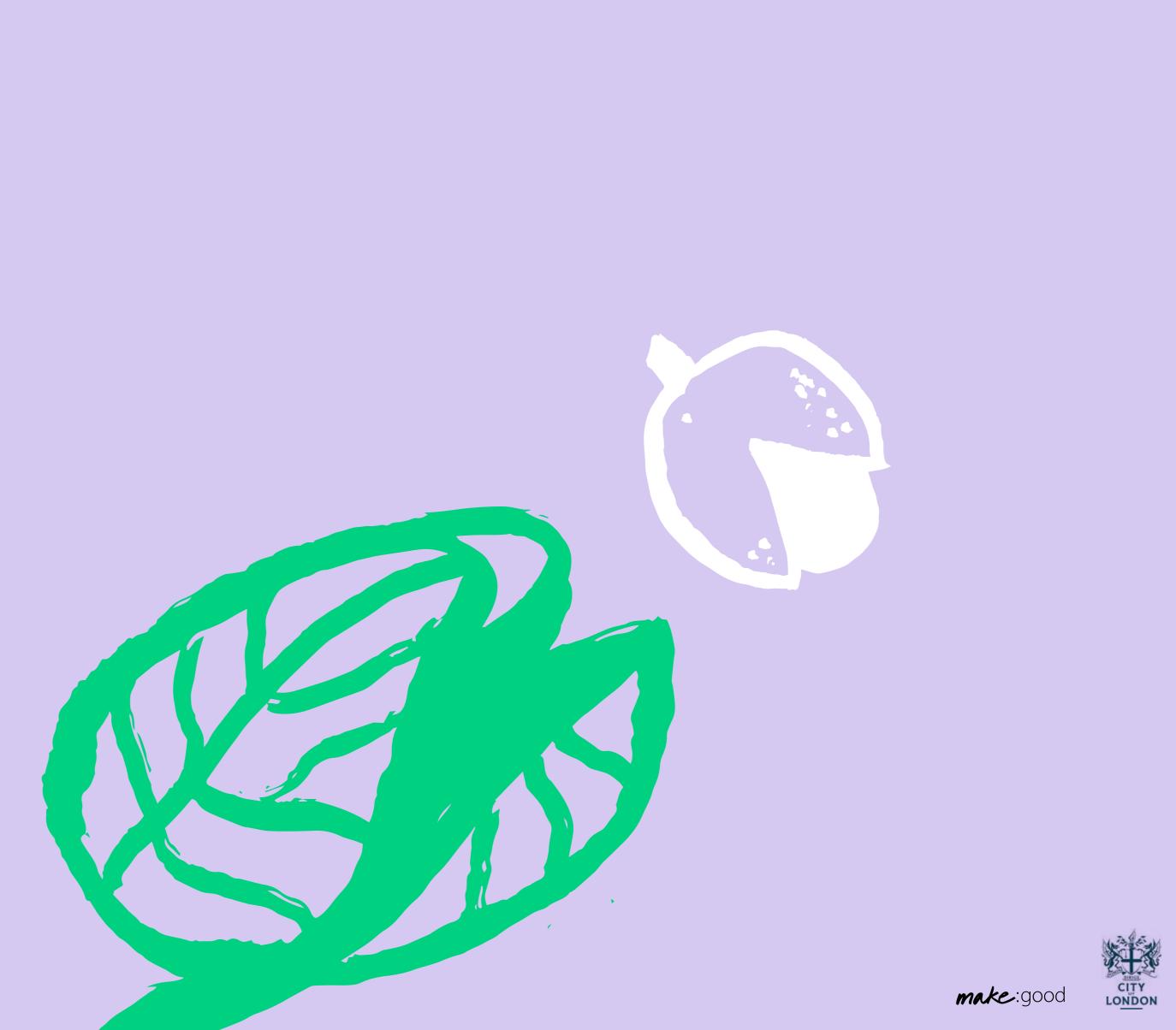
West Ham Park charity will come back with the intention for moving forward with the Old Nursery Site, including a potential timeline



make:good









Appendix 1 - Stakeholder & engagement map

From the initial stakeholder list below, 57 stakeholders were contacted at the start of the project and the following page indicates who and how stakeholders were involved.

Schools & Youth Groups

- 1 West Ham Church of England Primary School
- 2 Selwyn Primary School
- 3 St Bonaventures
- 4 Stratford School Academy
- **5** Park Primary School
- 6 Newham College (Stratford campus) HAFS Academy
- 7 Curwen Primary School
- 8 London Academy of Excellence (LAE), Stratford
- 9 St Antony's Primary School
- **10** St Francis Catholic Primary School
- **11** Portway Primary School
- **12** Lister Community School
- **13** Sarah Bonnell School
- **v14** Colegrave Primary school
- Elmhurst Primary School
- ^{**o**} **16** Maryland Primary School
- School 21
- **18** Rebecca Cheetham Nursery &
- **19** Children's Centre
- 20 University of East London (UEL)
- **21** Earlham Primary School
- 22 West Ham Air Cadets

Organisations & Charities

- **23** Friends of West Ham Park
- **24** Safer Neighbourhood Team
- 25 Community Vegetable Garden @ WHP
- 26 One Ummah Charity
- 27 Newham Somali Development
- 28 Helpful Hands Foundation
- **29** L&Q Housing Association
- **30** Newham People First
- **31** Good Shepherd Voluntary Organisation
- **32** New Horizon Leadership & Enterprise
- **33** Newham Welfare Trust
- 34 Newham Community Project

Faith groups

- **35** Ramgarhia Sikh Gurdwara East London
- **36** Masjid Abdul-Aziz Bin Baz
- **37** All Saints West Ham Church
- **38** West Ham Baptist Tabernacle
- **39** St Antony's Catholic Club
- 40 Islamic Centre Upton Park
- 41 St Matthew's Church, West Ham
- **42** Glad Tidings Free Pentecostal Church
- **43** Faizan e Madina London
- **44** Power of Prayer House Pentecostal Church
- 45 St Antony's Parish
- 46 House of Mercy Christian Assembly
- 47 The Institute of St John
- **48** The Redeemed Evangelical Mission
- **49** Stratford Unitarian and Free Christian Church
- **50** Al-Hidayah

Sports Groups

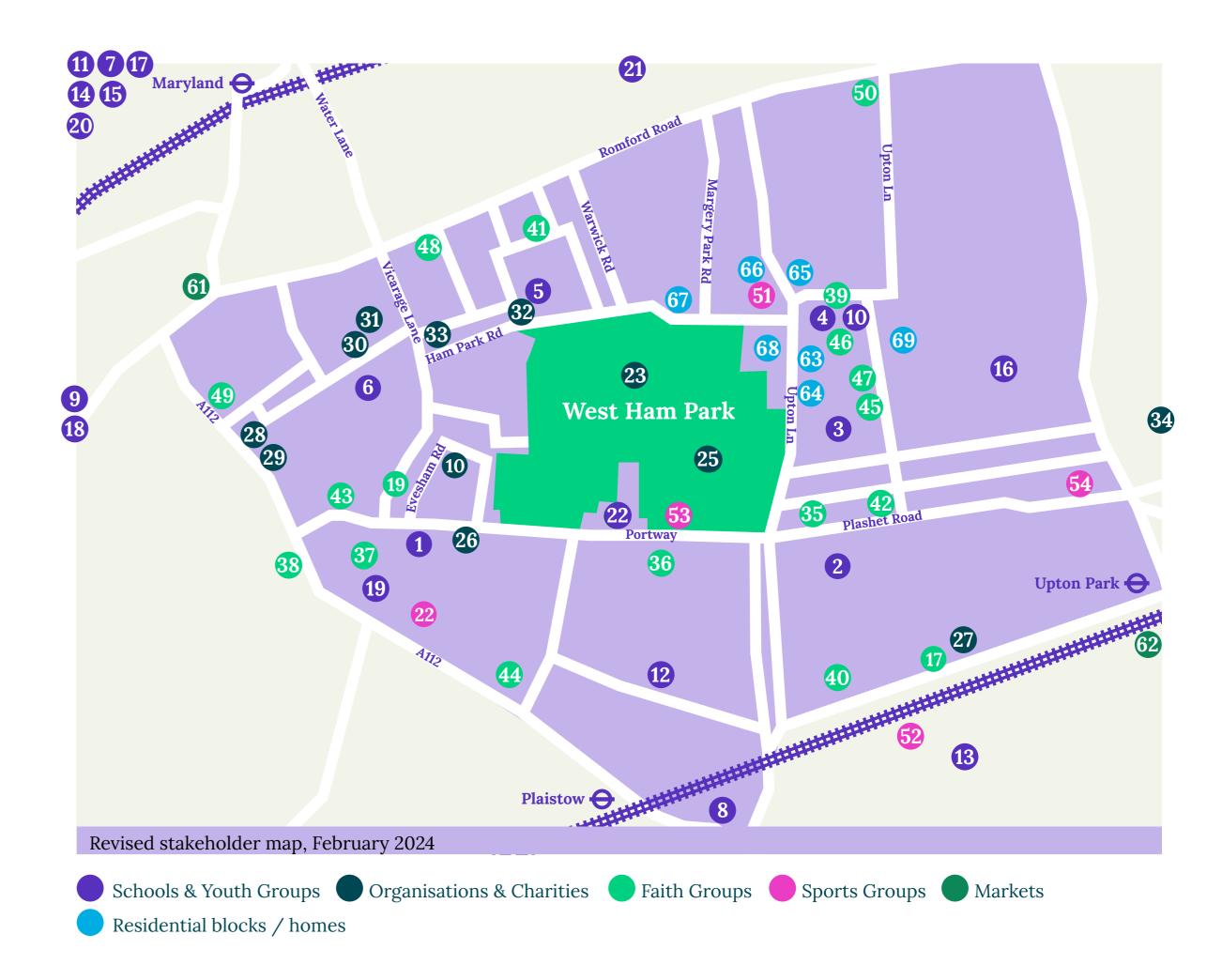
- **51** Clapton Community FC
- 52 Newham Boys Boxing Club
- **53** Tennis Come True East London
- 54 Gym Spot UK
- **55** England & Wales Cricket Board
- **56** Lawn Tennis Association (LTA)
- **57** Capital Kids Cricket (CKC)
- **58** Amez (cricket)
- **59** Bow Green (Cricket)
- 60 East London Athletics

Markets

- 61 The Grove Street Food Market
- 62 Queen's Market

Residential blocks / homes

- **63** 267-343 Upton Lane
- 64 Joseph Lister Court, Upton Ln
- **65** 201 Upton Lane (corner block)
- **66** Upton Heights
- **67** 173 215 Ham Park Road
- **68** Floron Rest Home
- **69** Beechwood Residential Home





make:good



Appendix 1 - Stakeholder & engagement map

We wrote to 57 stakeholders at the start of the project introducing the aims and intentions and offering a ways to get involved. The below information sets out which stakeholders we made active contact with and how they were involved in the project.

Young people workshops

- West Ham Church Primary School
- Park Primary School 2
- Elmhurst Primary School 3
- Curwen Primary School 4
- JFK Special School 5
- 11th Newham West Scouts 6

Young Designers Programme

- St Bonaventures 7
- Stratford School Academy 8

One-to-one sessions

- Page 1 Friends of West Ham Park
- <u>___10</u> London National Park City
- Carpenters Primary School 11
- West Ham Church Primary School
- Curwen Primary School 4
- JFK Special School 5
- **12** Old Spotted Dog Ground Trust
- **13** RE Matters
- **14** Highway Vineyard Church
- **15** Salvation Army

Tag-on to events/activities

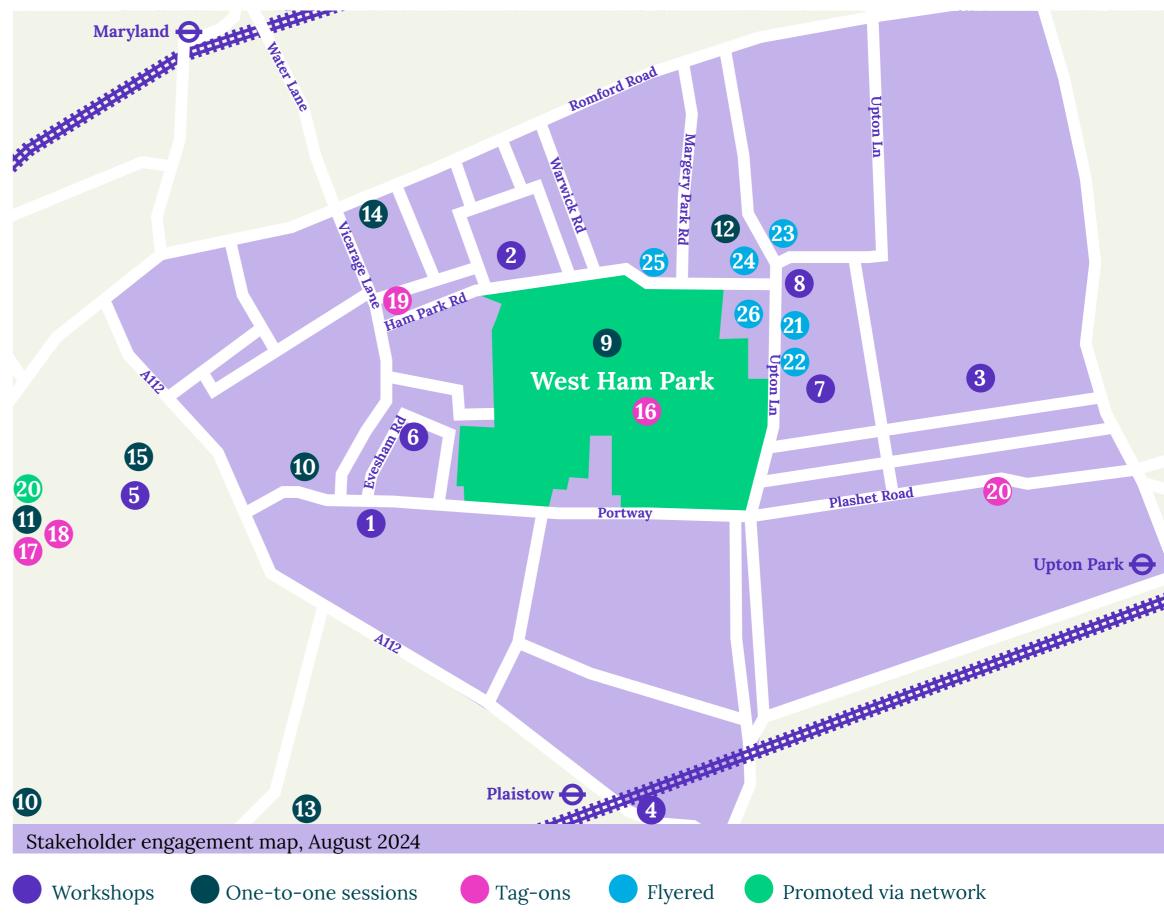
- **16** Capital Kids Cricket (CKC)
- **17** Carpenter's Estate (patchwork)
- 18 Bengali Women Walking Group
- **19** Khidmah's Academy (Friday prayer group)
- 20 East End Islamic Centre (Friday prayer group)
- Park Primary School (Summer Fair) 2

Flyered (approx. 200 households)

- **21** 267-343 Upton Lane
- 22 Joseph Lister Court, Upton Ln
- 201 Upton Lane (corner block) 23
- **24** Upton Heights
- **25** 173 215 Ham Park Road
- **26** Floron Rest Home

Promoted via network

- **9** Friends of West Ham Park
- Khidmah's Academy (youth group) 19
- **20** Foundation for Future London Capacity Building Whats App group
- **17** Carpenters Estate Community Whats App group







Page 132



Document is Restricted

This page is intentionally left blank

Committee(s)	Dated:
West Ham Park Committee	17 October 2024
Subject: Draft West Ham Park Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2024	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	Ν
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	For Information
The Chamberlain	
Executive Director of Environment	
Report author: Niranjan Shanmuganathan, Chamberlain's Department	

Summary

A draft version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2024 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 draft version of the Trustee's Annual Report and Financial Statements for the 2023/24 Financial Year be noted.

Main Report

- 1. A draft copy of the Trustee's Annual Report and Financial Statements for the West Ham Park charity are presented for information to your Committee. This provides an opportunity for Members to review and comment on the latest draft of the Annual Report and Financial Statements before the document is filed with the Charity Commission ahead of the regulatory deadline of 31 January 2025.
- 2. Members should note that the Annual Report and Financial Statements is currently in draft format and has not yet been signed by either the Trustee or the charity's external auditors, Crowe U.K. LLP and is therefore subject to change. It should also be noted that the draft Annual Report and Financial Statements is also being reviewed by the Comptroller and City Solicitor and other stakeholders and so further changes may be required to the document. A final version of the Annual Report and Financial Statements will be made available to Members once this has been filed with the Charity Commision.
- 3. Members may also wish to note that the Trustee's Annual Report and Financial Statements for 2023/24 is subject to approval by Finance Committee on behalf

of the Trustee in line with the arrangements in place for other charities in which the City is trustee.

4. The information contained within the draft Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 11 July 2024.

Appendices

• Appendix 1 – Draft West Ham Park Annual Report and Financial Statements for the year ended 31 March 2024

Niranjan Shanmuganathan Chamberlain's Financial Services Division

E: <u>niranjan.shanmuganathan@cityoflondon.gov.uk</u>

Annual Report and Financial Statements for the year ended 31 March 2024

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	17
BALANCE SHEET	18
NOTES TO THE FINANCIAL STATEMENTS	19
REFERENCE AND ADMINISTRATION DETAILS	30

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. 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 Council of 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 Estate.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing documents are the Indenture dated 20 July 1874 and the schemes approved by the Charity Commission on 12 May 1981 and 27 September 1991, as amended by trustee's resolution dated 8 November 2021. 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 are appointed to the West Ham Park Committee by the City of London Corporation acting by the Court of Common Council, together with four members appointed by the heir-atlaw of the late John Gurney, two members nominated by the Council of the London Borough of Newham and one member nominated by the incumbent for the time being or priest for the time being in charge of the present benefice of West Ham.

Members of the Court of Common Council are unpaid for support provided to the charity and are elected by the electorate of the City of London. The Key Committees which had responsibility for directly managing matters related to the charity during 2023/24 were as follows:

- Policy and Resources Committee responsible for allocating resources.
- **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.
- **Corporate Services Committee –** responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions.
- Natural Environment Board policy and strategic body in relation to the activities of the City Corporation's Natural Environment Division of the Environment Department.
 Page 144

All the above committees are ultimately responsible to the Court of Common Council. Committee meetings are held at the Trustee's discretion in public (except where it is not considered in the charity's best interests to do so), enabling the decision-making process to be clear, transparent, and publicly accountable. Details of the membership of Committees of the City of London Corporation are available at <u>www.cityoflondon.gov.uk</u>.

The charity is consolidated within City's Estate as the City of London Corporation exercises operational control over its activities. City's Estate 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 Estate 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 30.

Each Member, by virtue of their membership of the Court of Common Council and 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 Corporation's agreed corporate governance framework as noted above, backed up by its standards regime.

INDUCTION AND TRAINING OF MEMBERS

The City Corporation makes seminars and briefings on various aspects of its activities, including those concerning the charity, available to its Members and others serving on committees which are involved with the charity to enable them to carry out their duties efficiently and effectively. If suitable seminars or other training options are identified that are relevant to the charity, Members and other committee members are advised of these opportunities.

OBJECTIVES AND ACTIVITIESage 145

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 of adults and as playgrounds for children and youth". The City of London Corporation maintains and preserves the Park for this purpose at its own cost.

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

Volunteers

The charity works closely with the Friends of West Ham Park who deliver numerous walks, talks and events throughout the year. They also run a 'Jubilee Vegetable Garden', wildlife garden and undertake organised litter-picks throughout the calendar year.

Volunteer hours for 2023/24 were estimated to be about 1650 hours, by 516 attendees over this period: this figure includes corporate volunteers in partnership with the East London Business Alliance (ELBA).

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

The City Corporation's Equality Objectives 2024-2029 have recently been published and are positioned as a dynamic crosscutting framework for advancing and integrating the City Corporation's commitment to equity, equality, diversity and inclusion as a leader, employer, and service provider. They are collectively owned across all departments and institutions.

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 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.

In December 2020, a donations page was added to the West Ham Park internet pages, inviting and enabling the public to make on-line donations to the West Ham Park Playground Refurbishment campaign. Individuals are not approached for funds.

The charity has received no complaints in relation to fundraising activities in 2023/24 (2022/23: nil).

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's aims and objectives and in planning future activities. The purpose of the charity is to maintain the 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 30.

ACHIEVEMENTS AND PERFORMANCE

Key Targets for 2023/24 and review of achievement

Maintain Green Flag Award and Green Heritage Accreditation for 2023/24

West Ham Park has won both the Green Flag award and Green Heritage Site Accreditation in 2023/24 and has done so for around 20 years thanks to the dedicated staff and volunteers.

Achieve budgeted income and expenditure targets for West Ham Park

Delivery of a balanced budget, and achievement of financial savings as required through a combination of reducing expenditure and appropriate income generation activities.

Support the implementation of the restructure involving a review of operational arrangements

Staff consultation was launched on 25 January 2023 and final version of restructure was implemented during 2023/2024.

Tree work – complete backlog of tree safety priority works

This work was completed during the 2023/24 financial year improving the safety for park users.

Artificial cricket pitches completed at West Ham Park

This work was completed during the 2023/24 fiscal year and ensures that cricket remains an accessible activity in the park.

Playground

The Playground Project is still in progress, we are currently addressing the snagging list, with the work to be completed in 2024/25.

Continued partnership with Lawn Tennis Association (LTA)

Officers continued to work closely with the Lawn Tennis Association on the provision of tennis at West Ham Park, an update to and modernisation of the tennis coaching agreement, and exploration of the introduction of padel at the park.

ULEZ-compliant vehicles

No ULEZ compliant vehicles were purchased in 2023/24 due to staffing and budget adjustments following the City Corporation's internal reorganisation. We will work with the Transport Compliance Team to put a plan in place to replace the one non-ULEZ compliant transit van held at West Ham Park.

Sports partnerships

Officers worked closely with sports groups and sports facility users to ensure access and inclusive use of the facilities, have worked closely with the Lawn Tennis Association on the provision of tennis at West Ham Park and potential introduction of padel at the park, and developed existing and new sports partnerships as part of the sports-related portion of the park's 150th anniversary celebration in July 2024.

PLANS FOR FUTURE PERIODS

The team will focus on delivering the following key projects over the next 12 months. Page 148

Key projects for 2024/25 include:

- WHP 150th Event deliver a comprehensive programme of events to celebrate the park's 150th anniversary.
- Continue with required tree works review existing contracts for tree surveys and tree works to ensure best practice and efficiency of operation.
- Complete an update of the West Ham Management Plan
- Maintain Green Flag and Green Heritage Awards
- Work with colleagues to support development of the Income Generation Strategy with respect to Natural Environment Division, North London Open Spaces and West Ham Park.
- Complete procurement for food vendors for all spaces on West Ham Park
- Explore possibilities for projects to increase natural capital and biodiversity net gain across West Ham Park based on recent Natural Capital Audit report.
- Review provision of sports at the park, including tennis and Padel
- Review existing licenses and booking systems for sports facilities on West Ham Park.
- Complete remaining components of playground project, including native hedgerow and tree planting around perimeter.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2023/24 the charity's total income for the year was £1,530,711, an overall decrease of $\pounds 687,966$ against the previous year ($\pounds 2,218,677$). The principal source of income was from the City of London Corporation's City's Estate fund (see below).

Income from Charitable Activities comprised £51,684 from fees charged (2022/23: £48,156) and £244,039 from rents (2022/23: £236,620) with income remaining broadly consistent with the previous year.

Donations - being amounts received from the public through donations. Donations can be made on the West Ham Park webpage, to the West Ham Park Playground Refurbishment project. In total, £100 in restricted donations was received during the year (2022/23: £85) with this donation income being fully spent during 2023/24. £530 in unrestricted donations were also received in the year (2022/23: £125).

Interest of £791 from cash held following the sale of property was received (2022/23: \pounds 791).

An amount of £1,233,567 (2022/23: £1,932,900) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity. The decrease from the previous year is largely explained by funding received to finance capital expenditure associated with the renovation of the playground in 2022/23.

Expenditure

Total expenditure for the year was £1,551,258, with all expenditure relating to charitable activities (2022/23: £1,452,709). The increase in expenditure is due to additional equipment and materials purchases taking place as well as an increase in recharges from support service departments.

Funds held

The charity's total funds held decreased by £20,547 to £935,025 as at 31 March 2024 (2022/23: £955,572).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "un-designate" these funds at any time. Designations as at 31 March 2024 totalled £935,025 (2022/23: £954,091). The decrease in designated funds is due to depreciation being incurred on vehicles and equipment offset slightly by additional capital expenditure in relation to the refurbishment of the playground. These designated funds represent the net book value of fixed assets held.

A restricted fund of £nil (2022/23: £1,481) was held at year-end. The balance of the Campaign Donations for the West Ham Park Playground Refurbishment project was used during 2023/24.

Details of all funds held, including their purposes, are set out within note 14 to the financial statements.

Reserves

The charity receives significant support from the City of London Corporation which has committed to contribute as necessary to the funds of the charity; it does so out of City's Estate. 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 currently 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.

Risk	Actions to manage risks
Decline in condition	Schedule of statutory checks and visits are held and carried
of assets	out by the City Surveyor's Department (CSD) or delegated to officers at the site.
	Annual inspections of all buildings, including residential properties, are carried out jointly by local officers and CSD to capture maintenance needs.
	The annual works programme is reviewed regularly with the CSD.
	A full review of Natural Environment assets is underway. The outcome will include detailed asset management plans for West Ham Park
Budget Pressures	Regular reviewing and forecasting of year end budget
	position is undertaken with Chamberlain's Department.
	The new structure includes the appointment of a Head of Business Development for the Natural Environment Division
	who will focus on income generation.
Adverse impacts of	Increased variety of species planted in order to 'spread the
extreme weather and	risk', e.g. more drought tolerant species and those better
climate change	able to cope with a range of temperatures/ rainfall levels.
	Captured in strategic documents e.g. CoL Tree Strategy SPD.
	An Extreme Weather Protocol is in place and has been used several times due to recent storms. This improves the ability

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

	to reduce the risk by closing sites before extreme weather
	events occur.
Risk to health and	Officers continue to develop a positive culture of reporting
safety	accidents, incidents and near-misses.
Recruitment of	Support and training will be provided for existing and new
suitable staff	staff to enable the creation of strong, supportive teams with
	consistent management support and good development opportunities.
Tree Failure	A tree management system is in place which includes regular inspections.
	Officers continue to enforce the Extreme Weather Protocol
	and close relevant sites/parts of sites to be closed during
	extreme weather events. 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.
Negative impacts of pests and diseases	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.
	Relationships with industry bodies and neighbouring local
	authorities continue to be maintained.
Impacts of anti-social	Officers continue to work with the Metropolitan Police,
behaviour on staff	schools' liaison and Safer Neighbourhood Teams, and the
and site public	London Borough of Newham's Community Safety Team as
behaviour	necessary.

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 XX January 2025

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 2024 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 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are

required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of Trustee

As explained more fully in the Trustee's responsibilities statement set out on page 12 and 13, the Trustee are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

<u>www.frc.org.uk/auditorsresponsibilities</u>. 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 hon-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.

[This report has not yet been signed]

Crowe U.K. LLP Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

XX/XX/XXXX

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 2024

Income from:	Notes	Unrestricted Funds £	Restricted Funds £	2023/24 £	2022/23 £
Voluntary activities	2	530	100	630	210
Charitable activities	3	295,723	-	295,723	284,776
Grant from City of London Corporation	4	1,233,567	-	1,233,567	1,932,900
Investments	5	791	-	791	791
Total income		1,530,611	100	1,530,711	2,218,677
Expenditure on: Charitable activities:					
Maintenance and preservation of West Ham Park	6	1,549,677	1,581	1,551,258	1,452,709
Total expenditure	-	1,549,677	1,581	1,551,258	1,452,709
Net income and net movement in funds		(19,066)	(1,481)	(20,547)	765,968
Reconciliation of funds:					
Total funds brought forward (as at 1 April 2023)	14	954,091	1,481	955,572	189,604
Total funds carried forward	14	935,025	-	935,025	955,572

All of the above results are derived from continuing activities.

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

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

BALANCE SHEET

AS AT MARCH 2024

	Notes	2024 Total	2023 Total
		£	£
Fixed assets:		~	2
Tangible assets	10	935,025	954,091
Total fixed assets		935,025	954,091
Current assets:			
Debtors	11	26,393	51,789
Cash at bank and in hand		89,930	59,472
Total current assets		116,323	111,261
Creditors: Amounts falling due within one year	12	(116,323)	(109,780)
Net current assets		-	1,481
Total assets less current liabilities		935,025	955,572
The funds of the charity:			
Restricted income funds	14	-	1,481
Unrestricted income funds	14	935,025	954,091
Total funds		935,025	955,572

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

statements Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty Chamberlain of London and Chief Financial Officer

XX January 2025

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 Estate. On an annual basis, a medium-term financial forecast is prepared for City's Estate, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these financial statements being signed to enable the charity to continue to fulfil its obligations.

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

(c) Key management judgements and assumptions

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

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

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

(d) Statement of Cash Flows

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

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

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

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

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

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. These costs are recharged to the charity and the basis of the cost allocation is set out in note 7.

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

(g) Pension Costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Estate 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 £49.9m as at 31 March 2024 (£142.6m as at 31 March 2023). Since any net deficit is apportioned between the financial statements of the City

of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set contribution rates for the period 01 April 2023 to 31 March 2026 at 21%. Contribution rates adopted for the financial years 2020/21 2021/22 and 2022/23 were set at 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 of adults and as playgrounds for children and youths. The main Park is considered to be inalienable (i.e. may not be disposed of without specific powers).

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

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

Tangible Fixed Assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is charged 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 Page 163

(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.

(I) Insurance

The charity, elected Members and City Corporation 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 Estate.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	funds	funds	2023/24	funds	funds	2022/23
Donations and legacies	£	£	£	£	£	£
	530	100	630	125	85	210

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2023/24	Unrestricted funds 2022/23
	£	£
Charges for use of facilities	51,684	48,156
Rental income	244,039	236,620
Total	295,723	284,776

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted	Unrestricted
	funds	funds
	2023/24	2022/23
	£	£
Revenue and capital grants from City of London Corporation	1,233,567	1,932,900

5. INCOME FROM INVESTMENTS

	Unrestricted	Unrestricted
	funds	funds
	2023/24	2022/23
	£	£
Bank interest	791	791

Income for the year included:

Donations – being amounts received from the public through donations. In December 2020, a donations page was 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 Estate 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.

6. EXPENDITURE

Expenditure on charitable ac	tivities					
	Direct	Support	Total	Direct	Support	Total
	costs	costs	2023/24	costs	costs	2022/23
	£	£	£	£	£	£
Maintenance and preservation	•					
of West Ham Park	1,198,426	352,832	1,551,258	1,118,445	334,264	1,452,709

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 Estate Fund and provide assurance services to all of the different charities of which it is Trustee. In 2023/24, an audit fee of £6,930 was recharged (2022/23: £5,500). No other services were provided to the charity by its auditors during the year (2022/23: £nil).

7. 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 £	2023/24 £	2022/23 £
Department:				
Chamberlain	43,046	-	43,046	53,384
Comptroller & City Solicitor	19,008	-	19,008	9,817
Town Clerk	-	5,439	5,439	48,419
City Surveyor	126,536	-	126,536	50,478
Natural Environment directorate	87,027	-	87,027	116,192
Other governance & support costs	15,960	6,930	22,890	22,111
Digital Services	48,886	-	48,886	33,863
Sub-total	340,463	12,369	352,832	334,264
Reallocation of governance costs	12,369	(12,369)	-	-
Total	352,832	-	352,832	334,264

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.

8. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 13.2 (2022/23: 13.5).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows: Page 166

	2023/24	2022/23
	£	£
Salaries and wages	520,350	515,824
National Insurance costs	47,554	46,371
Employer's pension contributions	88,834	90,072
Total emoluments of employees	656,738	652,267

The number of directly charged employees whose emoluments (excluding employer's NI and pension contribution) for the year were over £60,000 was £nil (2022/23: £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 for which the City of London Corporation is a charity trustee. 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 \pounds 6,021 (2022/23: £18,906). 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 2023/24 (2022/23: nil).

9. 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 2020-25. Records of heritage assets owned and maintained by West Ham Park can be obtained from the Executive Director Environment at the principal address as stated on page 30.

10. TANGIBLE FIXED ASSETS

	Equipment
	£
Cost	
At 1 April 2023	1,086,598
Additions	6,594
Disposals	-
At 31 March 2024	1,093,192
Depreciation	
At 1 April 2023	132,507
Charge for the year	25,660
Disposals	- · · · ·
At 31 March 2024	158,167
Net book value	
At 31 March 2024	935,025
At 31 March 2023	954,091
	504,001

11. DEBTORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Prepayments and accrued income	8,884	11,668
Recoverable VAT	5,008	26,530
Other Debtors	12,501	13,591
Total	26,393	51,789

Other debtors consist of sundry debtors of £11,073 (2022/23: £11,046) and rental debtors of £1,428 (2022/23: £2,545).

12. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	16,346	12,020
Accruals	40,804	20,525
Deferred income	40,099	39,280
Other creditors	19,074	37,955
Total	116,323	109,780

Other creditors consist of sundry creditors of £18,927 (2022/23: £37,809) and sundry deposits of £147 (2022/23: £147).

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

	2024	2023
Deferred income analysis within creditors:	£	£
Balance at 1 April	39,280	39,279
Amounts released to income	(39,280)	(39,279)
Amounts deferred in the year	40,099	39,280
Balance at 31 March	40,099	39,280

13. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2024	Unrestricted i				
	General	Designated	Restricted	Total at 31	Total at 31
	funds	funds	funds	March 2024	March 2023
	£	£	£	£	£
Tangible assets	-	935,025	-	935,025	954,091
Current assets	116,323	-	-	116,323	111,261
Current liabilities	(116,323)	-	-	(116,323)	(109,780)
Total	-	935,025	-	935,025	955,572

At 31 March 2023

		Restated as at			
	General	Designated	Restricted	Total at 31	31 March
	funds	funds	funds	March 2023	2022
	£	£	£	£	£
Tangible assets	-	954,091	-	954,091	109,888
Current assets	109,780	-	1,481	111,261	105,427
Current liabilities	(109,780)	-	-	(109,780)	(104,031)
Total	-	954,091	1,481	955,572	111,284

14. MOVEMENT IN FUNDS

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2024 £
Restricted funds:					
Campaign Donations	1,481	100	(1,581)		-
Total restricted funds	1,481	100	(1,581)	-	-
Unrestricted funds: General funds	-	1,524,017	(1,524,017)		-
Designated funds:					
Tangible fixed assets	954,091	6,594	(25,660)	-	935,025
Total designated funds	954,091	6,594	(25,660)	-	935,025
Total unrestricted funds	954,091	1,530,611	(1,549,677)	-	935,025
Total funds	955,572	1,530,711	(1,551,258)	-	935,025

At 31 March 2023	RESTATED Total as at 1 April 2022 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2023 £
Restricted funds:					
Campaign Donations	1,396	85	-	-	1,481
Total restricted funds	1,396	85	-	-	1,481
Unrestricted funds: General funds	-	1,427,050	(1,427,050)	-	-
Designated funds:	400.000	704 540	(05.050)		054.004
Tangible fixed assets	188,208	791,542	(25,659)	-	954,091
Total designated funds	188,208	791,542	(25,659)	-	954,091
Total unrestricted funds	188,208	2,218,592	(1,452,709)	-	954,091
Total funds	189,604	2,218,677	(1,452,709)	-	955,572

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 £100 was received during the year (2022/23: £85) with the full amount of donations received to date having been spent on the playground project during 2023/24.

Purposes of designated funds

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

Page 170

i. Fixed Assets – Equipment is included at historic cost less accumulated depreciation and any impairment. As at 31 March 2024 the net book value of fixed assets relating to direct charitable purposes amounted to £935,025 (2022/23: £954,091).

15. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described 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 Estate, 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 Estate, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City's Estate 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 Estate can be obtained from the address provided above.

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

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

figures represent the value of the transactions during the year. 2023/24 2022/23 Related party Connected party Detail of transaction £ f The City of London Corporation's City's The City of London Corporation is the Trustee for Estate meets the deficit on running expenses 1,233,567 1,932,900 of the charity City of London Corporation the charity (nil) (nil) Administrative services provided for the

352,832

(nil)

334,264 charity

(nil)

Figures in brackets represent the amounts due at the balance sheet date. Other

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

Ian Thomas CBE - The Town Clerk and Chief Executive of the City of London Corporation

Treasurer

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

Solicitor

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

Environment Department

Juliemma McLoughlin – Executive Director of Environment (resigned 30th November 2023)

Bob Roberts - Interim Executive Director of Environment (appointed 12th July 2023)

Emily Brennan – Director of Natural Environment (appointed 5th June 2023)

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 Estate:

PA-ChamberlainSecretariat@cityoflondon.gov.uk

Committee(s):	Dated:
West Ham Park Committee	17 October 2024
Subject:	Public
Operational Finance Progress Report 2024/25 (Period 5	
April - August) – West Ham Park Charity	
Which outcomes in the City Corporation's Corporate	n/a
Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or	No
capital spending?	
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the	n/a
Chamberlain's Department?	
Report of:	For Information
Chamberlain	
Report author:	
Niranjan Shanmuganathan, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as at period 5 (April – August) 2024/25 for the West Ham Park charity (charity registration number: 206948) and sets out the charity's revenue operating budget position to date and projected year-end outturn, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information relevant to the charity.

As part of the ongoing Charity Review, future training sessions will continue to be developed for both Members and Officers on key aspects of charity finance.

Recommendation

Members are asked to:

• Note the content of this report and its appendices.

Main Report

Background

- 1. In order to improve financial reporting related to the West Ham Park charity (charity registration no: 206948), a set of financial appendices and commentary has been produced to enable greater clarity of revenue and capital budgets, reserve balances and other financial information needed to allow greater scrutiny of the financial performance of the charity as well as to provide assurance that the Executive Director Environment remains within her overall local risk resources for 2024/25.
- To ensure your Committee is kept informed about the financial performance of the charity, an update on progress made against budgets as well as other financial matters will be reported to you on a periodic (ideally quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.
- 3. Please also note that in the report below, expenditure and adverse variances are represented by brackets, whereas figures without brackets indicate income or favourable variances.

Revenue Operating Budget – 2024/25

- 4. The latest budget for West Ham Park charity for 2024/25 currently amounts to (£1.217m) net expenditure. As at August 2024, actual net expenditure amounted to (£323k), with a current forecast outturn for 2024/25 of (£1.201m) net expenditure. This amounts to a projected net underspend of £16k, equivalent to 1.3% of total budget.
- 5. A summary of the latest revenue budget position for 2024/25 is shown in Table 1 below, with further detailed information provided in Appendix 1, including reasons for significant budget variances. Budgetary information has been separated to show more clearly the different elements of the budget, comprising direct operating budgets (local and central risk), recharges & support service budgets and City Surveyor managed repairs and maintenance budgets. Information has also been presented in a way that distinguishes between the charity's expenditure and income budgets.

	Latest Budget £'000s	Actual - August 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	(1,574)	(461)	(1,588)	(14)	0.9%
Gross Income	357	138	387	30	8.4%
Net Expenditure	(1,217)	(323)	(1,201)	16	1.3%

Table 1 – Revenue	Operating	Budget Summa	rv – August 2024
	operating	Dudget Ourinna	y – August Luzt

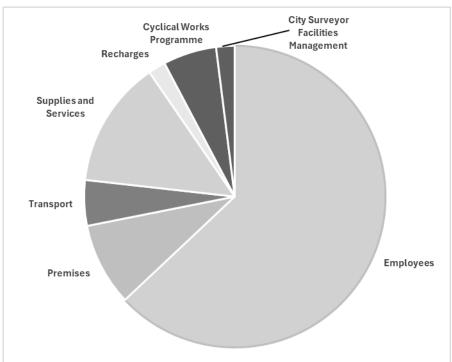
Expenditure

6. A breakdown and analysis of the latest gross expenditure position for 2024/25 is set out in Table 2 below:

	Latest Budget £'000s	Actual - August 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	(991)	(434)	(986)	5	0.5%
Recharges and Support Services	(467)	(9)	(467)	0	0.0%
City Surveyor Repairs and Maintenance	(116)	(18)	(135)	(19)	16.2%
Total Gross Expenditure	(1,574)	(461)	(1,588)	(14)	0.9%

Table 2 – Expenditure Summary – August 2024

7. As shown in Table 2, total gross expenditure to the end of August 2024 amounted to (£461k), amounting to 29.30% of the total gross expenditure budget for 2024/25 of (£1.574m). Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to August 2024.



Graph 1 – Expenditure Categories – April to August 2024

- The charity is currently forecasting total gross expenditure for 2024/25 of (£1.588m), a projected overspend of £14k (0.9%) compared with a total gross expenditure budget of (£1.574m). This overspend is primarily explained by the following:
 - (£20k) overspend due to increased energy prices on the assumption that central funding will not be provided for energy costs during 2024/25;
 - (£5k) overspend on council tax as a result of increases in council tax for 2024/25;
 - (£28k) additional costs on the Cyclical Works Programme (CWP) as a result of re-phasing of projects falling under the CWP
 - £15k underspend due to a staffing vacancy with the Head of Business Development role currently being recruited;
 - £15k underspend from reduced contract third party expenditure;

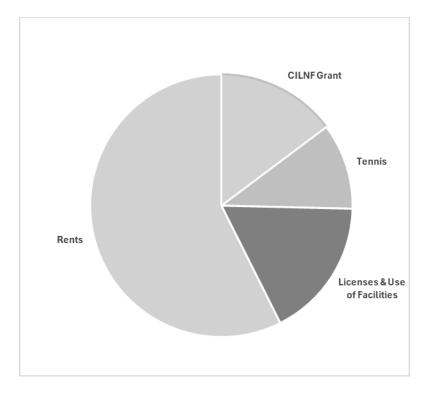
Income

9. A breakdown and analysis of the latest gross income position for 2024/25 is set out in Table 3 below:

	Latest Budget £'000s	Actual - August 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	311	138	341	30	9.7%
Recharges and Support Services	46	0	46	0	0.0%
Total Gross Income	357	138	387	30	8.4%

Table 3 – Income Summary — August 2024

10. As shown in Table 3, total income to the end of August 2024 amounted to £138k, amounting to 38.67% of the total gross income budget to be achieved for 2024/25 of £357k. Graph 2 below also provides a graphical summary of the categories of income generated by the charity for April to August 2024.



Graph 2 – Income Categories – April to August 2024

- 11. The charity is currently forecasting gross income for 2024/25 of £387k, amounting to £30k in extra income (8.4%) compared with a total gross income budget of £357k for the current financial year. This is largely explained by the following:
 - £20k additional CIL Neighbourhood funding towards the design, development, and production of an installation in the City of London celebrating West Ham Park 150th Anniversary and its historic connections to the square mile.
 - £8k extra income from tennis income compared with budget which is expected to match with income achieved in 2023/24;
 - £2k additional income achieved from school sports and filming.

Capital Projects

- 12. Table 4 below outlines the current list of 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 Members to progress the project to either the next project gateway or until officer's request further release of capital funds to progress the scheme and may not equal total estimated cost of the project to finalisation.
- 13. Out of a current approved budget of £1.345m, £1.148m has been spent or committed to date, leaving a remaining budget of £196k to progress the various projects to the next project gateway or release of further capital funds or completion.

Capital Projects - West Ham Park	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
West Ham Park Nursery	337,035	337,035	226,774	0	0	110,261
West Ham Park Playground	921,540	1,007,519	921,540	0	0	85,979
TOTAL WEST HAM PARK	1,258,575	1,344,554	1,148,314	0	0	196,240

Table 4 – Live Capital Projects

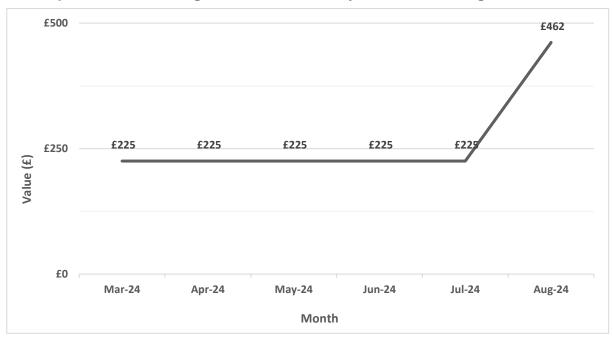
Outstanding Invoiced Debts

14. At the end of August 2024, total outstanding invoiced debt was £1,620. Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

Table 5 – Analysis of Outstanding Invoiced Debts – August 2024

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£1,020	62.98%
31-60 Days	0	0.00%
61-90 Days	£138	8.52%
91-120 Days	0	0.00%
121-365 Days	£236	14.59%
Over 365 Days	£225	13.90%
Total Outstanding Debts	£1,619	100.00%

15. As part of a previous best value review into outstanding debts, the maximum age of debt set by the Chamberlain to fully recover outstanding sums was set at 120 days. During this period automatic debt reminder letters, physical debt chasing of customers and liaison with Comptrollers & City Solicitors takes place to ensure debts are resolved within the corporately agreed debt repayment terms. Graph 3 below sets out the trend of the charity's outstanding debts over 120 days over the previous six-month period. As can be seen, debts over 120 days amounted to £461 in August 2024, an increase of £237 compared with July 2024.



Graph 3 – Outstanding Debts Over 120 Days – March to August 2024

16. Current outstanding debts over 120 days include £236 owed in sundry debts by a single debtor in relation to the tennis courts which the customer is disputing the charges. The remaining amount of £225 is associated with unpaid rent invoices which is being pursued by WHP.

Charity Reserve Funds

- 17. Table 6 below provides a summary of the different reserves held by West Ham Park charity as at the end of August 2024, including movements in reserve funds since the start of 2024/25:
- 18. Further detail is provided in Appendix 2 which lists the individual restricted, unrestricted and designated funds held by West Ham Park charity. It details the opening balance for 2024/25 and any movements in the current financial year to date. Appendix 2 also provides a technical definition for each of the different types of reserve funds held. As can be seen in Table 6, the charity's reserves predominantly consist of designated reserve funds relating to the net book value of the charity's tangible fixed assets.

	Opening Balance 2024/25	Income	Expenditure	Current Balance
Restricted Funds	£0	£250	£0	£250
Designated Funds	£935,025	£0	£0	£935,025
Total	£935,025	£250	£0	£935,275

 Table 6 - Reserve Funds Summary – August 2024

19. It should also be noted that the external audit of the 2023/24 accounts by Crowe U.K. LLP has not yet been completed and the opening balances shown for each reserve may be subject to revision.

Contributions from City of London

- 20. The current funding model is for the charity's total net expenditure to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well any works managed under the CWP. It should be noted that any change to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall level of contribution from the City required by the charity at year end. The total contribution is therefore calculated based on the charity's <u>actual total net</u> <u>running costs for the year</u> in addition to any capital expenditure and CWP costs incurred during the year.
- 21. The table below sets out the contribution provided from City's Estate to the charity over a five-year period. This includes a forecast of the contribution currently expected to be required for 2024/25. This is broken down by the level of gross expenditure and income generated as well as any CWP works and capital expenditure funded through City's Estate. Please also be aware that figures shown for 2023/24 are currently provisional as the external audit of the West Ham Park charity accounts has not yet been completed.

					2024/25
West Ham Park	2020/21	2021/22	2022/23	2023/24	(Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	(1,522)	(1,336)	(1,343)	(1,519)	(1,550)
Cyclical Works Expenditure	(90)	(65)	(110)	(31)	(28)
Capital Expenditure		(148)	(792)	(7)	(195)
Gross Income	324	290	286	323	380
Total Contribution from City of London - West Ham Park	(1,288)	(1,259)	(1,959)	(1,234)	(1,393)

Table 7 – Contributions from City's Estate – 2020/21 to 2024/25

- 22. As can be seen from the Table 7, 2023/24 saw a decrease in the contribution from City's Estate to West Ham Park charity compared with the previous year. This is due to one-off capital expenditure being incurred on the playground project during 2022/23 which required an increase in the level of deficit funding provided by City's Estate. This was on top of a reduction in CWP expenditure compared with 2022/23 attributable to a rephasing of cyclical works for projects managed by the City Surveyor and increased income generated in 2023/24. These funding reductions in 2023/24 were partly offset by increases in expenditure due to an increase in central support and Learning Team recharges.
- 23. Table 7 indicates an increase in the forecasted contribution required from City's Estate for 2024/25 compared with the previous financial year due to an increase in capital expenditure projected to be incurred in the current financial year associated with the West Ham Park nursery project and increases in revenue expenditure, which are partly offset by additional extra income projected to be generated from sources such CIL neighbourhood funding and tennis.

24. Members should note that alternatives to the charity's current funding model are currently being explored by the Corporation's Charity Review with proposed changes to the existing model due to be presented to Policy and Resources Committee and Finance Committee in December 2024.

Other Relevant Financial Issues

- 25. Members may wish to note that a review of the current recharges reallocation process from corporate departments is currently being finalised following the Target Operating Model and the Governance Review to ensure that the recharges appear more transparent and fairer across all services. The review was presented to Finance Committee in September 2024 providing Members with a range of options on changes to recharges for 2024/25 and future years. Further details will be provided to Members in due course once available.
- 26. Additionally, as part of the budget setting process for the new financial year 2025/26, no capital bidding exercise will be undertaken corporately for new capital projects funded by City's Estate or City Fund. There will, however, be a reduced central contingency held of £2m for City's Estate and £7.5m for City Fund for essential new capital projects.

Appendices

Appendix 1 – West Ham Park Charity – Revenue Operating Budget – 2024/25

Appendix 2 – West Ham Park Charity - Reserve Funds – August 2024

Contact

Niranjan Shanmuganathan, Finance Business Partner (Natural Environment), Chamberlain's Department

E: niranjan.shanmuganathan@cityoflondon.gov.uk

This page is intentionally left blank

	APPENDIX 1							
FY 2023/24 Actuals £	West Ham Park	Latest Budget 2024/25 Actual to Date £ £		Projected Outturn 2024/25 £		rom Latest 2024/25 %		
675,430	Direct Employees	731,000	295,363	716,000	(15,000)	-2%		
6,042	Indirect Employees	10,000	59,073 7,162	10,000	0	0%		
	Repairs and Maintenance	0	0	0	0	0%		
	Energy Costs Rent	10,000	10,006	30,000	20,000	200% 0%		
15,868	Rates/Council Tax	14,000	19,934	19,000	5,000	36%		
	Water Services Cleaning and Domestic Supplies	15,000	6,349	15,000	0	0% 0%		
	Grounds Maintenance Costs	8,000 16,000	3,277 3,114	8,000 16,000	0	0%		
89,676	Premises	63,000	42,680	88,000	25,000	40%		
	Direct Transport Costs Public Transport	23,000 1,000	23,512 13	23,000 1,000	0	0% 0%		
	Transport	24,000	23,524	24,000	0	0%		
89,612	Equipment, Furniture and Materials	62,000	20,049	62,000	0	0%		
	Fees and Services	35,000	6,329	35,000	0	0%		
13,491 143,676	Other Supplies and Services	41,000 138,000	39,174 65,551	41,000 138,000	0 0	0% 0%		
630	Transfer to Reserve	0	0	0	0	0%		
650	Third Party Payments	15,000	0	0	(15,000)	0%		
0	Contingency	0	0	0	0	0%		
943.890	Total Expenditure (Local Risk)	981,000	434,281	976,000	(5,000)	-1%		
	Other Grants, Reimbursements and Contribs	(1,000)	(20,400)	(21,000)	(20,000)	-2000%		
(21,369)		(12,000)	(14,641)	(20,000)	(8,000)	-67%		
	Facilities & Other Fees and Charges Rents etc	(23,000) (274,000)	(23,773) (79,250)	(25,000) (274,000)	(2,000)	-9%		
	Total Income (Local Risk)	(310,000)	(138,064)	(340,000)	(30,000)	0% -10%		
636,095	Total Net Expenditure - Local Risk	671,000	296,217	636,000	(35,000)	-5.22%		
	Central Risk							
6,930	Audit Fees	0	0	0	0	0%		
	Support Services	0 10,000	0	0 10,000	0	0% 0%		
	Capital Charges Total Expenditure (Central Risk)	10,000	0	10,000	0	0%		
	Contributions	0	0	0	0	0%		
	Investment Income	(1,000)	0	(1,000)	0	0%		
0	Total Income (Central Risk)	(1,000)	0	(1,000)	0	0%		
33,239	Total Net Expenditure - Central Risk	9,000	0	9,000	0	0%		
	Recharges							
151 726	Support Services	110,000	0	110,000	0	0%		
	Surveyors' Employee Recharge	40,000	0	40,000	0	0%		
52,539	IT Recharge	36,000	0	36,000	0	0%		
	Premises Insurance	10,000	7,496	10,000	0	0%		
	Engineering Insurance Transport Insurance	1,000 1,000	140 200	1,000 1,000	0	0% 0%		
	Liability Insurance	6,000	1,049	6,000	0	0%		
	Total Support Services	204,000	8,884	204,000	0	0%		
	Recharges Within Fund (Natural Environment							
	Directorate and Learning Team)	263,000	0	263,000	0	0%		
454,275	Total Expenditure (Recharges)	467,000	8,884	467,000	0	0%		
(21,547)	Recharges Within Fund (Learning Team and Corporate and Democratic Core)	(46,000)	0	(46,000)	0	0%		
(21,547)	Total Income (Recharges)	(46,000)	0	(46,000)	0	0%		

30,688 City Surveyor's - Cyclical Works Programme	0	27,549	28,000	28,000	n/a	8
87,968 City Surveyor's Repairs and Maintenance	103,000	-9,565	93,753	(9,247)	-9%	8
27816.84 City Surveyor's Cleaning and Pest Control	13,000	0	13,000	0	0%	
115,785 City Surveyor's - Facilities Management	116,000	-9,565	106,753	(9,247)	-8%	
1,248,534 Total Net Expenditure	1,217,000	323,085	1,200,753	(16,247)	-1.34%	

Notes:

1 Underspend due to vacancy of Head of Business Development role currently being recruited.

2 Energy costs are expected to be overspent due to increased energy prices on the assumption that central funding will not be provided for 2024/25.

3 Overspend on council tax as a result of increases in council tax for 2024/25.

4 Savings achieved from reduced contract expenditure.

5 £20k CILN Fund to provide an Installation of interpretive panels to raise awareness of park, encourage visitors, residents, and workers of greater London

6 Tennis income expected to match income received in 23/24

7 Additional income achieved from school sports and filming.

8 Projected spend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

This page is intentionally left blank

Charity Fun	ds - August 2024
--------------------	------------------

	Opening Balance 2024/25	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2024/25
	£'s	£'s	£'s	£'s	£'s
West Ham Park					
Restricted Funds:					
Campaign Donations	0	250			250
Designated (Unrestricted Fund):					
Tangible Fixed Assets (Equipment)	935,025				935,025
Total West Ham Park	935,025	250	0	0	935,275

Notes:

Please note that the external audit of the 2023/24 charity accounts has not yet been completed and the above opening balances shown for each reserve fund are subject to revision.

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

Restricted Fund - funds have been given to the 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

Unrestricted Fund - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Estate.

Designated (Unrestricted 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:

Permanent Endowment - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes. 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.

This page is intentionally left blank

Agenda Item 15

Document is Restricted

This page is intentionally left blank

Agenda Item 16

Document is Restricted

This page is intentionally left blank