



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: TUESDAY, 22 OCTOBER 2024

Time: 4.00 pm

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

Members:

William Upton KC (Chair)	Jason Groves
Alderman & Sheriff Gregory Jones KC (Deputy Chairman)	Caroline Haines (Ex-Officio Member)
John Absalom	Michael Hudson
John Beyer	Pauline Lobo, Ramblers' Association
Councillor Marcus Boyland, London Borough of Camden	Deputy Charles Edward Lord
Deputy Timothy Butcher	Wendy Mead OBE
John Foley	Councillor Arjun Mittra, London Borough of Barnet
Matthew Frith, London Wildlife Trust	Eamonn Mullally
Alderman Alison Gowman CBE	Alethea Silk

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**

3. **MINUTES**

- a) Draft Minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 7 - 14)

To agree the public and non-public summary of Hampstead Heath, Highgate Wood and Queen's Park Committee held on 10 July 2024.

For Decision

- b) Draft Minutes of Hampstead Heath Consultative Committee (Pages 15 - 22)

To note the draft public minutes and non-public summary of the Hampstead Heath Consultative Committee held on 16 September 2024.

For Information

4. **APPOINTMENT OF THE MEMBER OF ENGLISH HERITAGE TO THE HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE**

Report of the Town Clerk.

For Decision
(Pages 23 - 24)

5. **RISK MANAGEMENT UPDATE**

Report of the Executive Director of Environment.

For Decision
(Pages 25 - 72)

Hampstead Heath

6. **ASSISTANT DIRECTOR'S UPDATE REPORT - HAMPSTEAD HEATH Q2 2024-25 (JULY - SEPTEMBER)**

Report of the Executive Director of Environment.

For Information

(Pages 73 - 86)

7. **HILL GARDEN PERGOLA UPDATE**

Report of the Executive Director of Environment.

For Decision
(Pages 87 - 100)

8. **WILDLIFE MONITORING ON HAMPSTEAD HEATH**

Report of the Executive Director of Environment.

For Information
(Pages 101 - 118)

9. **DRAFT HAMPSTEAD HEATH 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 119 - 166)

10. **OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (PERIOD 5 APRIL - AUGUST) - HAMPSTEAD HEATH**

Report of the Chamberlain.

For Information
(Pages 167 - 180)

Highgate Wood and Queen's Park

11. **ASSISTANT DIRECTOR'S UPDATE REPORT - HIGHGATE WOOD Q2 2024-25 (JULY - SEPTEMBER)**

Report of the Executive Director of Environment.

For Information
(Pages 181 - 192)

12. **ASSISTANT DIRECTOR'S UPDATE REPORT - QUEEN'S PARK Q2 2024-25 (JULY - SEPTEMBER)**

Report of the Executive Director of Environment.

For Information
(Pages 193 - 204)

13. **DRAFT HIGHGATE WOOD AND QUEEN'S PARK KILBURN 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 205 - 244)

14. **OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (PERIOD 5 APRIL - AUGUST) - HIGHGATE WOOD & QUEEN'S PARK**

Report of the Chamberlain.

For Information
(Pages 245 - 260)

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

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

Part 2 - Non-Public Agenda

17. **EXCLUSION OF THE PUBLIC**

MOTION: 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.

For Decision

18. **NON-PUBLIC MINUTES**

- a) Draft Non-Public Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 261 - 264)

To agree the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 10 July 2024.

For Decision

- b) Draft Non-Public Minutes of Hampstead Heath Consultative Committee (Pages 265 - 268)

To note the draft non-public minutes of the Hampstead Heath Consultative Committee held on 16 September 2024.

For Information

19. **UPDATE ON PUBLIC SEX ENVIRONMENT ON WEST HEATH**

Report of the Executive Director of Environment.

For Decision
(Pages 269 - 276)

20. **REPORT OF PARCEL SOLD AT PUBLIC AUCTION ADJACENT TO HAMPSTEAD HEATH / GOLDERS HILL PARK**

Report of the Executive Director of Environment.

For Information
(Pages 277 - 282)

21. **REVIEW OF LEARNING AND HERITAGE ASSETS AND ACTIVITIES**

Report of the Executive Director of Environment.

For Information
(Pages 283 - 304)

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

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

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Wednesday, 10 July 2024**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 10 July 2024 at 4.00 pm

Present

Members:

William Upton KC (Chairman)
John Beyer
Deputy Timothy Butcher
John Foley
Michael Hudson
Pauline Lobo
Deputy Charles Edward Lord
Councillor Arjun Mittra
Eamonn Mullally

In Attendance:

Alderman Gregory Jones (Deputy Chairman)
Councillor Marcus Boyland

Officers:

Clem Harcourt	- Chamberlain's Department
Niranjan Shanmuganathan	- Chamberlain's Department
Sunil Singh	- City Surveyor's Department
Sadaf Anwar	- Comptroller & City Solicitor's
Anna Cowperthwaite	- Comptroller & City Solicitor's
Emily Brennan	- Environment Department
Joanne Hill	- Environment Department
William LoSasso	- Environment Department
Jonathan Meares	- Environment Department
Callum Southern	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman Alison Gowman, Caroline Haines and Wendy Mead MBE.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

No declarations of interests were received.

3. MINUTES

3.1 **Draft Minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee**

RESOLVED – That, the public and non-public summary of the meeting held on 21 May 2024 be agreed as a correct record.

3.2 **Draft Minutes of Hampstead Heath Consultative Committee**

Members noted the draft minutes of the Hampstead Heath Consultative Committee held on 10 June 2024.

3.3 **Draft Highgate Wood Consultative Group Minutes**

Members noted the draft minutes of the Queen's Park Consultative Group held on 10 June 2024.

4. **MATTERS ARISING**

4.1 **Committee Appointment from the London Borough of Barnet**

Members noted and welcomed the re-appointment of Councillor Arjun Mittra to the Committee by the London Borough of Barnet and Councillor Marcus Boyland to the Committee by the London Borough of Camden.

4.2 **Appointment of Sub Committees, Consultative Committees and Groups and Representatives on Other Bodies**

The Committee considered the appointment of Sub Committees, Consultative Committees and Groups and Representatives on other Bodies following the report at the previous meeting of Hampstead Heath, Highgate Wood and Queen's Park Committee.

RESOLVED – That Members:

- Appointed Pauline Lobo to serve on the Highgate Wood Consultative Committee.
- Appointed Councillor Marcus Boyland to serve alongside the Chairman on the Hampstead Heath Consultative Committee.

5. ***ASSISTANT DIRECTOR'S REPORT - HAMPSTEAD HEATH**

The Committee received a report of the Natural Environment Director concerning an update on matters relating to Hampstead Heath since the last meeting of Hampstead Heath, Highgate Wood and Queen's Park Committee on 21 May 2024.

During the discussion, the following points arose:

- a) There was a drafting error on the cover of the report; it should read 'Hampstead Heath' but read 'Highgate Wood & Queen's Park' instead.

- b) Officers gave an update on the two cricket nets on the Heath Extension. They were both in need of repair, and there was funding immediately available to repair one and bring it back into use. The proposal to move the nets more to the side of the Heath, which had been previously approved, had not been pursued further. Informal consultation had occurred with local users who supported this change of approach. The Committee agreed these proposed actions.
- c) Concerns were expressed about the risk of stray cricket balls to walkers and dogs passing nearby, that had been part of the earlier considerations to move the nets. Officers advised they had sought assurances regarding Heath and Safety.
- d) It was questioned when the Ponds Access Project would be concluded. Officers indicated they had received an update from Surveyors. There was a sliding gate to be replaced, but the project would be completed following the installation.
- e) Officers reported that there were six options in the Surveyor's consultant's report to restore the Pergola, with the cost ranging from £1.8 to £4.2 million and a recommendation from Surveyors was forthcoming. The Chairman emphasised that advice was also needed on the legal considerations, given its listed status.
- f) Officers from the City Surveyor's Department explained that a structural monitoring review was due to take place at the end of the month which would inform whether the Pergola would be safe until at least the end of August or if further holding repairs would be required.
- g) It was considered whether a bid for Heritage Lottery Funding or fundraising could be done to contribute to repairs of the Pergola.
- h) Following questions from the Committee, Officers confirmed that current activities related to the Pergola were funded through the Cyclical Works Programme.
- i) The Committee requested a separate agenda item on repairing the Pergola at the next meeting, and that it should be investigated whether it would qualify for CIL funding from the local authority.
- j) It was considered by the Committee whether it would be safer to close the Pergola completely. It was noted that Officers from North London Open Spaces (NLOS) and City Surveyor's were working closely together to ensure the Pergola is only kept open if they were certain that it was safe for the public.
- k) Officers reported that there was a risk of the Pergola being added to the List of Heritage Assets at Risk and advice was needed from Historic England once options going forward for repairs were clear.

- l) Learned from Officers that the recruitment attempt for a Head of Development and Partnerships had been unsuccessful.
- m) Two quotes, with a third expected, for repairing the sandpit at Golders Hill Park had been received and Officers indicated local authority partners would be approached to explore options for a CIL application.
- n) The Committee thanked the Park Rangers, the Park Constabulary and all the staff who manage Hampstead Heath, specifically West Heath, for their work in maintaining the park.
- o) The Committee drew attention to working parties that had previously been involved with tackling issues on West Heath that drew together wide range of partner organisations and indicated that kind of partnership needed to be re-established. Officers expressed agreement with the Committee that tackling anti-social behaviour on West Heath was a multi-party endeavour and confirmed they were considering a partnership-based approach.
- p) Officers reported that a specialist contractor had been brought in to do a deep clean of West Heath and remove clinical, hazardous and sexual activity waste, and indicated they would provide an update report to the Committee.
- q) The Committee noted that the 10,000m Personal Bests event on the Parliament Hill Athletics track was getting ever more popular and asked officers to consider whether a management plan may be required next time.
- r) The Committee noted it was good for the City to be able to invite guests. Members asked for proper catering provision for the VIP area, which was shared with the main sponsor. Unlike previous years, there was no food this year and our guests had had to leave the inner track area in order to get any. It should also be explored whether extra revenue could be raised from the next 10,000m PBs event.
- s) The Committee considered whether satisfaction surveys could be carried out at the next 10,000m personal best event. Officers indicated an exit survey could be considered next year.

RECEIVED.

6. ***ASSISTANT DIRECTOR'S REPORT - HIGHGATE WOOD & QUEEN'S PARK**

The Committee received a report of the Natural Environment Director concerning an update on matters relating to Highgate Wood and Queen's Park

since the last Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 21 May 2024.

During the discussion, the following points were noted:

- a) Officers informed Members that most of the event work for next year would be small scale local events, but the big focus for the year would be the Roman kiln project.
- b) Officers reported there had been some closures of Highgate Wood since the new threshold of 37mph was set.
- c) Members questioned whether the sandpit at Queen's Park had been opened. Officers reported that it was now in use again, and a formal re-opening to thank those who had been involved in the project would occur on 15 September on Queen's Park Day with key local stakeholders in attendance.
- d) The Chairman suggested Members reach out to the recently-elected Members of Parliament to discuss matters involving Hampstead Heath, Highgate Wood and Queen's Park.
- e) Officers noted that the Queen's Park Book Festival would be on the 31 August and 1 September.
- f) It was reported to the Committee by Officers that Green Flag judging had been held at all the North London Open Spaces and were awaiting the announcement of the winners on 16 July.
- g) The Chairman reported that the Hampstead Heath, Highgate Wood and Queen's Park Committee annual dinner would be on 3 December at Inner Temple.

RECEIVED.

7. RISK MANAGEMENT UPDATE REPORT

The Committee considered a report of the Natural Environment Director concerning the Hampstead Heath, Highgate Wood and Queen's Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division were satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

During the discussion, the following points were noted:

- a) Officers indicated that City Surveyors were developing plans for tackling the backlog and would be in a better position to report in the Autumn. The Committee requested that a member of City Surveyors should attend each meeting.

- b) Officers reported that the Environment Department were asking City Surveyors to delegate some of their budget for smaller day-to-day maintenance works.

RESOLVED – That Members confirmed, on behalf of the City Corporation as trustee, that the registers appended to the report satisfactorily set out the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

8. *REVENUE OUTTURN - 2023/24

The Committee received a report comparing the revenue outturn for the services overseen by the Hampstead Heath, Highgate Wood and Queen's Park Committee in 2023/24 with the final budget for the year.

During the discussion, the following points were noted:

- a) It was highlighted that the outturn was dramatically different from the original forecast and the Committee considered whether it was covered by deficit funding. Officers confirmed the total net expenditure for the year was covered by deficit funding.
- b) Officers confirmed that the drivers of the variance were the reduced contributions from the Hampstead Heath Trust Fund and additional expenditure from the cyclical works programme.
- c) The Committee queried regarding the Charities Review and the move away from deficit funding. Officers responded that nothing had been determined yet and Committees would be fully involved in any change to their funding model.
- d) It was considered by the Committee, given the drop in income from the Trust Fund, what the forecast for next year would be. Officers indicated they could provide future income projections.
- e) Members discussed whether the reduction in the grant from the Hampstead Heath Trust Fund had been considered for the 2024/25 budget. Officers explained it was dependent on the stock market and variations would occur from one year to the next.
- f) The Committee considered whether the outcomes of the investment fund needed to be reported at Committee as Trustees once a year. Members requested a response on Trustees responsibilities in relation to income from investment funds, as well as a report comparing income performance against the 2024/25 budget.

RECEIVED.

9. *HEATH HANDS 2024-25 YEARLY REPORT

The Committee received a report from Heath Hands, and noted the important contribution the work of their volunteers made to the Heath.

RECEIVED.

10. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report of the Town Clerk concerning decisions taken under Delegated Authority powers since its last meeting.

Members noted the report.

RECEIVED.

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

A Member of the Committee advised a more rigorous application of flagging items to be received without discussion.

Officers informed that the four management plans for the four North London Open Spaces were under review and would engage with the Committee and the Consultative Committee to inform the review.

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

There was no urgent business.

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. **NON-PUBLIC MINUTES**

14.1 **Draft Non-Public Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee**

RESOLVED – That, the non-public minutes of the meeting held on 21 May 2024 be agreed as a correct record.

14.2 Draft Non-Public Minutes of the Hampstead Heath Consultative Committee

Members noted the draft non-public minutes of the Hampstead Heath Consultative Committee held on 10 June 2024.

14.3 Draft Informal Minutes of the Hampstead Heath Consultative Committee

Members noted the draft informal minutes of the Hampstead Heath Consultative Committee held on 10 June 2024.

15. LAND AVAILABLE FOR ACQUISITION AT HAMPSTEAD HEATH

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. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There was no urgent business.

The meeting ended at 6:07pm.

Chairman

**Contact Officer: Callum Southern
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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

Monday, 16 September 2024

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Parliament Hill Staff Yard, Parliament Hill Fields, Highgate Rd, London NW5 1QR on Monday, 16 September 2024 at 5.30 pm

Present

Members:

William Upton KC (Chairman)
John Arnoldi (Heath Hands)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Colin Gregory (Hampstead Garden Suburb Resident's Association)
Michael Hammerson (Highgate Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Richard Sumray (London Council for Sport and Recreation)
Jeff Waage (Heath & Hampstead Society)
Michele Martin Williams (Vale of Heath Society)

In Attendance:

John Weston (Hampstead Conservation Area Advisory Committee)

Externals:

Wendy Fidler (Land Management Services)
David Withycombe (Land Management Services)

Officers:

Jonathan Cooper	- City Surveyor's Department
Isobel Tucker	- City Surveyor's Department
Emily Brennan	- Environment Department
William LoSasso	- Environment Department
Jonathan Meares	- Environment Department
Abigail Tinkler	- Environment Department
Charlotte Williams	- Environment Department
Callum Southern	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Helen Payne and Councillor Marcus Boyland.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

No declarations were made.

3. MINUTES

3.1 Draft Minutes of Hampstead Heath Consultative Committee

RESOLVED, that, the public minutes and non-public summary of the Hampstead Heath Consultative Committee held on 10 June 2024 were approved.

3.2 Draft Minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee

The public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 10 July 2024 were formally noted.

3.3 Draft Informal Minutes of Hampstead Heath Consultative Committee

The informal minutes of the Hampstead Heath Consultative Committee held on 10 June 2024 were formally noted.

3.4 Draft Minutes of Hampstead Heath Sports and Wellbeing Forum

The public minutes of the Hampstead Heath Sports and Wellbeing Forum held on 15 July 2024 were formally noted.

Matters Arising on the Minutes

It was agreed by the Committee going forward that statements captured in the minutes from Hampstead Heath Consultative Committee meetings would be attributed to represented organisations.

4. MATTERS ARISING

4.1 Appointment to the Hampstead Heath Consultative Committee

The Committee noted the appointment of Councillor Marcus Boyland by the Hampstead Heath, Highgate Wood and Queen's Park Committee to the Hampstead Heath Consultative Committee.

5. APPOINTMENT OF THE MEMBER OF ENGLISH HERITAGE TO THE HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE

The Committee noted the report.

6. ASSISTANT DIRECTOR'S REPORT

The Committee received the Assistant Director's report which presented an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Committee meeting on 10 June 2024.

During the discussion, the following points were raised:

- a) A representative of the Hampstead Garden Suburb Resident's Association (HGSRA) raised questions regarding the flood mitigation and

whether measures were related to alleviating flooding due to increased risk of volatile climate events. Officers indicated that the London Borough of Barnet had submitted proposals for work on the Heath extension, but Officers had asked they be reviewed following an initial meeting which Barnet agreed to.

- b) Officers indicated that work was being carried out on the Heath on reducing grass cutting to allow for meadow development, as well as creating several ponds and leaky dams from locally sourced materials to hold water back on the Heath and reduce flooding downstream.
- c) The Chairman queried whether the work was taking place along the Fleet Stream area. Officers confirmed it would be, but also noted some ponds had been created on the eastern end of Cohen's Field.
- d) The representative of the Highgate Society (HS) questioned whether the proposals were in response to an identified problem caused by hard services around the Heath. Officers noted there had been flooding events near Decoy Brook.
- e) The HGSRA representative requested an update on the replacement of the cricket nets. Officers reported that a decision was made to move from two lanes to one lane due to demand, and no need for planning permission, and to ensure the protection of nearby tree roots. The final figure for the new structure was slightly more than anticipated in the City Surveyor's pot, but monies had been transferred from the local risk budget and the procurement process was currently underway. Officers indicated the new structure could hopefully be in place by November 2024.
- f) It was queried by the HGSRA representative if there was an update on the Heath Extension changing rooms. Officers indicated the changing rooms had been disinfected again and were retested for Legionnaires'. The results would take around one to two weeks to be reported. Officers hoped that the changing rooms would be opened for the rugby season if the results were acceptable.
- g) The HGSRA representative expressed approval of the filling of the Zookeeper position and explored what the Golders Hill Park Zoo was for going forward. Officers explained that the first priority was ensuring full staffing and exploring experiences to bring visitors in, including introducing a native collection at the zoo. Officers would find out in November whether the Zoo would be accredited and were in discussions with colleagues from the Learning Team to look at how to incorporate learning into the Zoo experience.
- h) A representative from HS discussed whether breeding native species at the Zoo had been considered. Officers confirmed it needed to be looked at in line with accreditation but a strategy was being considered and were looking to put together a collection plan for Queen's Park Farm.

- i) The London Council for Sport and Recreation (LCSR) representative enquired whether more punitive action would be taken against dog walkers without licenses on Hampstead Heath. Officers noted the Constabulary had enforcement powers, but the priority was to educate and inform Heath users as the dog walking scheme was relatively new. Discussions had taken place with solicitors to allow users to opt-in to dog walking licenses on the Heath throughout the year.
- j) A representative from the Heath & Hampstead Society (HHS) considered whether there were future plans to designate areas where dog licenses did not apply due to increased threat to wildlife. Officers indicated it had not been a problem yet as there had been low uptake, but the zones would continue to be considered once enforcement and license uptake was underway.
- k) The Chairman requested a brief summary on Automatic Number Plate Recognition. Officers reported that it had been live for July and August and had seen an increase in payment via the RingGo app. Officers were also now able to track uptake and manage compliance with the scheme. Officers noted that while some limited complaints had been received regarding administration of it, they did have the ability to waive penalty notices that had been inadvertently sent. No other issues regarding the introduction of the ANPR system were raised at the meeting.
- l) Officers indicated that a local councillor from the London Borough of Barnet was happy to support an application for CIL funding for the renovation of the sandpit and playground at Golders Hill Park.

RECEIVED.

7. HAMPSTEAD HEATH MANAGEMENT STRATEGY UPDATE - VERBAL UPDATE

The Committee received a presentation from the consultants, Land Management Services.

During the discussion, the following points were raised:

- a) The representative from LCSR requested an opportunity to consult on a draft of the strategy at Consultative Committee before it went to the Management Committee for approval. Officers responded that the Working Group, which all Members had been invited to join, was established to represent the Consultative Committee and the Management Committee on the detailed review given the expedited deadline.
- b) LCSR explored whether changing financial circumstances would be taken account of in the management strategy. Officers indicated a project prioritisation process was being worked on to provide a framework on how to prioritise projects which operated against available budget totals.

- c) The Chairman enquired how the strategy and project prioritisation process related to one another. Officers noted the strategy, as a high-level document, would be interpreted and delivered through the project prioritisation process alongside five-year business planning.
- d) HGSRA and LCSR expressed the need for an income generation objective to be reflected in the revised management strategy.
- e) A Highgate Conservation Area Advisory Committee (HCAAC) representative considered how the Heath could be preserved without becoming overrun by visitors. Officers indicated it was important they were data-led and were looking at the impact currently numbers were having on the Heath; work could be done with stakeholders to manage visitors away from more sensitive areas of the Heath if needed.
- f) The HS representative suggested that increasing the resilience of the natural environment needed to be a headline of the strategy.
- g) Vale of Heath Society (VHS) queried whether approximate costings and funding sources would be identified as part of Project Prioritisation Process documents. Officers reported it would feed into business planning process and the financial model was currently under review as part of the Natural Environment Charities Review and was difficult to discuss at this stage.
- h) VHS considered when the Committee would be able to look at what work needed to be completed going forward and what resources were available to complete it. Officers reported it would be at the beginning of the next financial year.
- i) Chairman requested a draft document on the Project Prioritisation Process be shared.

RECEIVED.

8. **HEATH HANDS UPDATE**

The Committee heard an update from Heath Hands and noted their written report.

RECEIVED.

9. **HILL GARDEN PERGOLA UPDATE**

The Committee received the Assistant Director's report which presented an update on matters relating to the Hill Garden Pergola on Hampstead Heath and outlined options to complete the needed capital repairs.

During the discussion, the following points were noted:

- a) LCSR emphasised the need to raise money due to reputational risk of Grade II listed Pergola having to be taken down and expressed agreement with the recommendations.
- b) HGSRA indicated agreement with the recommendations and highlighted a need to demonstrate why the Pergola was special to instigate a successful revenue raising exercise and explain why it mattered that it needed to be redeveloped.
- c) HS representative suggested approaching the ancestors of Lord Leverhulme to explore whether they may have an interest in restoring the Pergola. Officers indicated they had done some initial research on potential donors but cautioned on the need to recruit additional staff to develop fundraising relationships.
- d) The Chairman considered whether it may be worth reaching out to local residents for sources of funding.
- e) HCAAC suggested potentially allowing a donor to attach their name to the Pergola to attract possible fundraising opportunities. Officers suggested this was something they would explore and expressed the need for ethical considerations.

As this point, the Chairman sought approval from the Sub-Committee to continue the meeting beyond two hours from the appointed time for the start of the meeting, in accordance with Standing Order 40, and this was agreed.

RECEIVED.

10. **WILDLIFE MONITORING ON HAMPSTEAD HEATH**

The Committee welcomed the report of the Executive Director of Environment which intended to provide Members with an update on monitoring undertaken of selected Hampstead Heath fauna over the last ten years.

During the discussion, the following points were noted:

- a) HS and LCSR representatives considered whether it was possible to make the report more digestible to the public as they would not often see the Heath in that guise. Officers emphasised that there was increased species diversity and much of the work was supported by volunteers.
- b) HS suggested that the outcomes should include underscoring Hampstead Heath as a nationally renowned natural environment.
- c) LCSR emphasised the need to highlight the risks related to the habitat alongside the monitoring.

- d) HHS suggested data should not be presented without trends and indicated it would be useful to consult universities in London to analyse the trends.

RECEIVED.

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

There were no questions relating to the work of the Committee.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business considered urgent raised by the Chairman

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. MINUTES

14.1 Draft Non-Public Minutes of the Hampstead Heath Consultative Committee

RESOLVED, that, the non-public minutes of the Hampstead Heath Consultative Committee held on 10 June 2024 were approved.

14.2 Draft Non-Public of the Hampstead Heath, Highgate Wood and Queen's Park Committee

The non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 10 July 2024 were formally noted.

15. UPDATE ON WEST HEATH - VERBAL UPDATE

The Committee received a verbal update from the Superintendent of Hampstead Heath.

16. REVIEW OF LEARNING AND HERITAGE ASSETS AND ACTIVITIES

The Committee received a report of the Executive Director of Environment.

17. REPORT ON TENDER OF CAFES AT NORTH LONDON OPEN SPACES

The Committee received a report of the Executive Director of Environment.

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

There were no questions relating to the work of the Committee.

19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business considered urgent raised by the Chairman.

The meeting ended at 8.40 pm

Chairman

Contact Officer: Callum Southern
Callum.Southern@cityoflondon.gov.uk

Committee: Hampstead Heath Consultative Committee – For Discussion Hampstead Heath Highgate Wood & Queen’s Park Committee – For Decision	Dated: 16 September 2024 22 October 2024
Subject: Appointment of the Member of English Heritage to the Hampstead Heath Highgate Wood & Queen’s Park Committee	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk & Chief Executive	For Decision
Report author: Callum Southern, Town Clerk’s Department	

Summary

Approval is sought for the appointment of a new external Member of the Hampstead Heath Highgate Wood & Queen’s Park Committee, nominated by English Heritage, to represent the Kenwood lands.

Recommendations

It is recommended:

- a) That Victoria Stone, nominated by English Heritage, be appointed as a Member of the Management Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

Main Report

Background

1. Emily Hills, the previous Member nominated by English Heritage as the owner of the Kenwood lands, has recently left that organisation. As a result, a vacancy is now available on the Management Committee. English Heritage have expressed their desire to fill the vacancy.

Current Position

2. Under Article 8(3)(c) of The London Government Reorganisation (Hampstead Heath) Order 1989, one Member of the Hampstead Heath Management Committee shall be appointed from among persons who are neither Members nor employees of the City Corporation and "...after consultation with the owners for the time being of the Kenwood lands."
3. Subsequent discussions have taken place with the representative of English Heritage, Victoria Stone, and she is willing to take on the role if this meets with approval.
4. There is a statutory framework for the appointment of external Members and the terms of reference delegate authority to the Management Committee to exercise all of the City Corporation's powers and duties relating to Hampstead Heath.

Proposal

5. Following consultation with the Hampstead Heath Consultative Committee, that Victoria Stone, nominated by English Heritage, be appointed as a Member of the Management Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

Corporate & Strategic Implications –

Financial implications – None.

Resource implications – None.

Legal implications – Contained within the body of this report.

Risk implications – None.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Callum Southern

Governance Officer

Town Clerk's Department

E: Callum.Southern@cityoflondon.gov.uk

Agenda Item 5

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	22 October 2024
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	This proposal delivers Corporate Plan 2024-29 outcomes: <ul style="list-style-type: none"> • Diverse engaged communities • Vibrant thriving destination • Providing excellent services • Flourishing public spaces Leading sustainable environment
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 Decision
Report author: Joanne Hill, Environment Department	

Summary

This report is presented to provide the Hampstead Heath, Highgate Wood and Queen's Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division 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 two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood and Queen's Park Kilburn (charity number 232986). 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.

Each of the charities holds a risk register which is summarised in the main body of this report and provided in full at Appendices 1 and 2.

Recommendation

Hampstead Heath, and Highgate Wood and Queen's Park risk management:

Members are asked to confirm, on behalf of the City Corporation as trustee, that the registers appended to this report satisfactorily set out the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

Main Report

Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Your Committee receives a quarterly update on the risks faced by the two charities for which it is responsible. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the reporting requirements of the Charity Commission.
4. The Interim Executive Director Environment assures your Committee that all risks held by the Hampstead Heath charity and the Highgate Wood and Queen's Park charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks are regularly reviewed by the Assistant Director and his 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 3.
6. The risk register for Hampstead Heath and the risk register for Highgate Wood and Queen's Park are summarised in the main body of this report and the detailed registers are provided Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.

Current Position

7. For both charities, the two highest risks remain the ‘Decline in condition of assets’ and ‘Impacts of anti-social behaviour on staff and site’, both of which are scored at Red 16 (likely to occur, with a major impact).
- a. **Decline in condition of assets** – There are ongoing concerns about inadequate repair and maintenance of the charities’ built assets. Officers are working closely with colleagues in the City Surveyor’s Department to assess, allocate and prioritise funding to areas of most need. Asset registers for built assets are also undergoing review. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
 - b. **Impacts of anti-social behaviour on staff and site** – A departmental approach to tackle abuse of staff, including rapid reporting of incidents, is being developed. A local process has also been implemented to ensure recording of all incidents, and training for officers is being arranged. Officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing and supplemental security resource is engaged where necessary. It is hoped that the progression of these actions will enable the risk to be reduced.

Hampstead Heath Risks

8. The Hampstead Heath Risk Register, summarised below and provided in full at Appendix 1, includes thirteen risks (two RED, ten AMBER, one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team. None of the risk scores have changed.
9. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system.
- **ENV-NE-HH 007: Decline in condition of assets** (*RED, 16*)
 - **ENV-NE-HH 014: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
 - **ENV-NE-HH 001: Budget pressures** (*AMBER, 12*)
 - **ENV-NE-HH 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE-HH 002: Negative impacts of visitor pressure** (*AMBER, 8*)
 - **ENV-NE-HH 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
 - **ENV-NE-HH 006: Risks to health and safety** (*AMBER, 8*)
 - **ENV-NE-HH 009: Water facilities** (*AMBER, 8*)
 - **ENV-NE-HH 010: Deterioration of water bodies** (*AMBER, 8*)
 - **ENV-NE-HH 011: Recruitment of suitable staff** (*AMBER, 8*)
 - **ENV-NE-HH 013: Tree event or failure** (*AMBER, 8*)
 - **ENV-NE-HH 005: Negative impacts of pests and diseases** (*AMBER, 6*)
 - **ENV-NE-HH 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Highgate Wood and Queen's Park Risks

10. The Highgate Wood and Queen's Park Risk Register, summarised below and provided in full at Appendix 2, contains eleven risks (two RED, eight AMBER, and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.
11. 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.
 - **ENV-NE-HWQP 007: Decline in condition of assets** (*RED, 16*)
 - **ENV-NE-HWQP 012: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
 - **ENV-NE-HWQP 001: Budget pressures** (*AMBER, 12*)
 - **ENV-NE-HWQP 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE-HWQP 002: Negative impacts of visitor pressure** (*AMBER, 8*)
 - **ENV-NE-HWQP 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
 - **ENV-NE-HWQP 006: Risks to health and safety** (*AMBER, 8*)
 - **ENV-NE-HWQP 009: Recruitment of suitable staff** (*AMBER, 8*)
 - **ENV-NE-HWQP 011: Tree event or failure** (*AMBER, 8*)
 - **ENV-NE-HWQP 005: Negative impacts of pests and diseases** (*AMBER, 6*)
 - **ENV-NE-HWQP 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Risk Management Process

12. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
13. 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.
14. 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

15. 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

16. 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.
17. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-2029, our Departmental and Divisional Business Plans, and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies.
18. 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

19. 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 – Hampstead Heath Risk Register
- Appendix 2 – Highgate Wood and Queen's Park Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

Contact

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T: 020 7332 1301

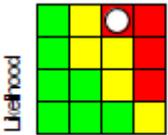
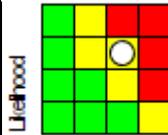
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Hampstead Heath Risk Register

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		
ENV-NE-HH 07 Decline in Condition of Assets 31	<p>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.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>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. Damage to corporate reputation. Increased costs for reactive maintenance.</p>	 <p>Lifehood</p> <p>Impact</p>	16	<p>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.</p> <p>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.</p> <p>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.</p> <p>The Natural Environment Charity Review</p>	 <p>Lifehood</p> <p>Impact</p>	12	31-Dec-2025	

Appendix 1

<p>10-Aug-2015 Bill LoSasso</p>	<p>Overrun of additional works programme.</p>			<p>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</p>			<p>Reduce</p>	
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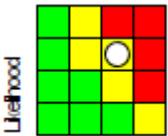
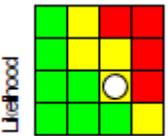
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>ENV-NE-HH 007a Review of property assets</p>	<p>Review condition of assets in conjunction with City Surveyor's Department.</p>	<p>Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. City Surveyor's Department owns, and makes decisions on, the budget for works. This is an ongoing action and is kept under review.</p>	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Dec-2024</p>
<p>ENV-NE-HH 007b Liaison with City Surveyor's Dept.</p>	<p>Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.</p>	<p>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. This is an ongoing action and is kept under review.</p>	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Dec-2024</p>
<p>ENV-NE-HH 007d Annual building inspections</p>	<p>Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.</p>	<p>Annual inspections of built assets are undertaken in conjunction with the City Surveyor's Department 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 the City Surveyor's Department 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 City Surveyor's Department for action. This is an ongoing action and is kept under review.</p>	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Dec-2024</p>
<p>ENV-NE-HH 007e Asset review</p>	<p>Asset management review.</p>	<p>A full review of Natural Environment assets is underway. The outcome will include a comprehensive asset register for Hampstead Heath which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.</p>	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Dec-2024</p>

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-HH 014 Impacts of anti-social behaviour on staff and site 10 Jan-2024 Bill LoSasso	<p>Cause: Anti-social behaviour of members of the public.</p> <p>Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions; cycling on non-permitted cycle routes.</p> <p>Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>A departmental approach is being developed to tackle abuse of staff, including rapid reporting. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised.</p> <p>Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. Officers will continue to hire in supplemental security resource where necessary.</p> <p>13 Sep 2024</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Dec-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 014a 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.	Bill LoSasso	13-Sep-2024	31-Dec-2024
ENV-NE-HH 014b Training for staff	Provide training for staff on conflict management.	First-time or refresher training for staff on conflict management is being organised as part of a departmental arrangement.	Bill LoSasso	13-Sep-2024	31-Dec-2024
ENV-NE-HH 014c Enforcement partnerships	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.	Bill LoSasso	13-Sep-2024	31-Dec-2024

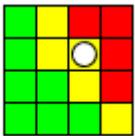
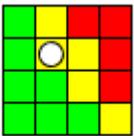
Appendix 1

ENV-NE-HH 014d Educate visitors	Educate visitors to use the Heath responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.	Bill LoSasso	13-Sep-2024	31-Dec-2024
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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-HH 001 Budget pressures 24-Feb-2022 Bill 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.	 Likelihood Impact	12	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 has been moved to 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	 Likelihood Impact	8	31-Mar-2025	
							Reduce	

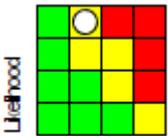
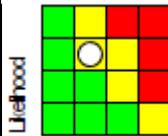
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Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department.	Once in post, the Head of Development and Partnerships will focus on developing income generation opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HH 001c Appoint Head of Development and Partnerships	Appoint Head of Development and Partnerships	The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces. We are liaising with HR colleagues 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
<p>ENV-NE-HH 004 Adverse impacts of extreme weather and climate change</p> <p>24-Feb-2022</p> <p>Jonathan Meares; Charlotte Williams</p>	<p>Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought.</p> <p>Event: More frequent and severe storm damage, flooding, and fires.</p> <p>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.</p>	<p>Lifehood</p>  <p>Impact</p>	<p>12</p>	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>There is an increased chance of flash flooding at Golders Hill Park and South End Green due to run-off from the ponds.</p> <p>Extreme weather events continue to be managed.</p> <p>MET office Storm Centre warnings are monitored.</p> <p>MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project.</p> <p>The MET Office Fire Severity Index is monitored.</p> <p>13 Sep 2024</p>	<p>Lifehood</p>  <p>Impact</p>	<p>6</p>	<p>31-Dec-2024</p> <p>Reduce</p>	

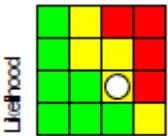
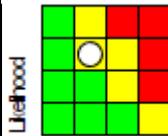
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a Review Met Office information	Monitor MET Office weather warnings.	MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor. This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024
ENV-NE-HH 004b Review of site emergency plans	Review site plans annually or, if appropriate, following an incident. Reviews usually conducted in September and agreed later in the year.	An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency incident. The 2024 review has been completed. The statutory inspection of Hampstead Heath's reservoirs is conducted every six months. This is an ongoing action.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024
ENV-NE-HH 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol was reviewed and updated as necessary at the end of 2023. It will be reviewed again at the end of 2024. We are working with LB Camden and LB Barnet Climate Resilience Teams to reduce the impact of localised flooding around the Heath. This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	13-Sep-2024	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 & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 002 Negative impacts of visitor pressure Feb-2022 Bill LoSasso	Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	 L1: Lifehood Impact	8	The current risk remains at the same level. Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme. An increased security presence has reduced property damage around the Lido facility. Achievement of target score is contingent upon funding and support for restoration works. 13 Sep 2024	 L1: Lifehood Impact	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out educational and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. 'Due date' is set for 2025 as we expect this to be a long-term mitigation exercise	Bill LoSasso; Jonathan Meares	13-Sep-2024	31-Mar-2025

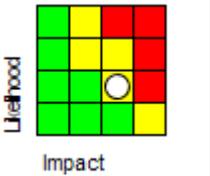
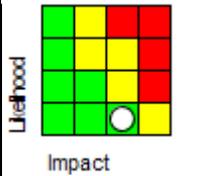
Appendix 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Flight path
ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland Page 3 Aug-2015 Bill LoSasso; Jonathan Mearns; Charlotte Williams	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbecues, disposing of cigarettes, campfires, arson. Event: Large-scale fire / increased frequency of fires. Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	 Likelihood Impact	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. The current risk score is Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers. A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious). 13 Sep 2024	 Likelihood Impact	31-Mar-2025	
					Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2025. There has been a recent site visit to Hampstead Heath by London Fire Brigade representatives who offered advice on fire prevention. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Mearns; Charlotte Williams	13-Sep-2024	31-Jul-2025
ENV-NE-HH 003b Emergency	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event.	Bill LoSasso; Jonathan	13-Sep-2024	31-Mar-2025

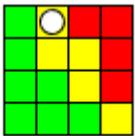
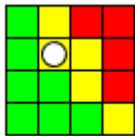
Action Plan		Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Meares; Charlotte Williams		
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Appendix 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 006 Risk to health and safety P 006 11 Aug-2015 Jonathan Meares; Charlotte Williams	Cause: The operation of a large public green space, such as Hampstead Heath, 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.		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.		4	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a Annual health and safety site audits	Continue to undertake regular health and safety audits.	Fire Risk Assessments; water safety assessments; and a 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
ENV-NE-HH 006b Health & Safety meetings	Relevant officers to participate in Departmental Health and Safety Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	Departmental, Divisional and Sub-Divisional Health and Safety meetings are held regularly. Relevant officers attend and participate in these meetings. This is an ongoing action: the 'Due Date' is the date of the next review.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

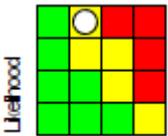
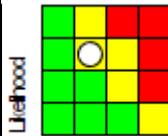
<p>ENV-NE-HH 006d Risk management culture</p>	<p>Continue to develop a culture of proactively reporting accidents, incidents and near misses.</p>	<p>Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Departmental Health and Safety Improvement Group.</p> <p>A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff.</p>	<p>Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Mar-2025</p>
<p>ENV-NE-HH 006e Playground inspections</p>	<p>Annual RoSPA inspections of all playgrounds.</p>	<p>Annual RoSPA inspections of all playgrounds are carried out.</p> <p>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.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds is being developed.</p>	<p>Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Mar-2025</p>

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
<p>ENV-NE-HH 009 Water facilities</p>	<p>Cause: Improper use of water facilities: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks. Event: Unable to effect safe rescue of swimmer/person in pond. Effect: Death or serious injury of member of public, contractor or staff in ponds. Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities and continued incidents of unauthorised access.</p> <p>Supervised water facilities During official opening hours, these facilities are fully staffed with trained lifeguards and swimming stewards. However, members of the public do access these outside opening hours which increases the risk of drowning, injury and antisocial behaviour. Measures are in place to ensure the health and safety of staff and visitors, but there is additional pressure during peak seasons when attendance increases.</p> <p>This risk is partly mitigated by the continuation of the booking system which controls the number of people who are admitted during the busiest periods. Staffing levels are increased during busier periods.</p> <p>An independent auditor undertakes an annual assessment of health and safety compliance for the lido and ponds. All operational activity is compliant with health and safety requirements.</p> <p>Unsupervised water facilities These are not designated swimming facilities and suitable signage is erected and maintained. However, members of the public still enter the water, thereby increasing the risk of drowning and injury. Staff are alert to the issue and carry out</p>	<p>Likelihood</p>  <p>Impact</p>	<p>6</p>	<p>31-Mar-2025</p>	

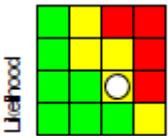
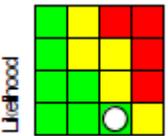
Appendix 1

10-Aug-2015 Charlotte Williams			regular patrols, subject to staff capacity. 13 Sep 2024			Reduce	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards, swimming stewards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Paul Jeal; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by the Ranger Team as part of their weekly patrols and defects are reported for repair or replacement.	Paul Jeal; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Safety equipment is checked weekly by lifeguards and monthly by Rangers as part of their patrols. Defects are reported for repair or replacement.	Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HH 009e Ponds and lido management	Manage the ponds and lido to reduce the likelihood of unauthorised access and health and safety incidents.	<p>Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. Casual staff are used to bolster the full-time workforce and FTC staff are employed during the busy summer period.</p> <p>The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds. We also have regular patrols by both Constabulary and Heath Rangers to monitor and to help with compliance.</p> <p>Supplemental security resource is employed during peak periods to help ensure the health and safety of staff and members of the public.</p>	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

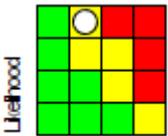
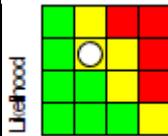
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 010 Deterioration of water bodies 25-Jun-2022 Jonathan Meares	Cause: Climate change Event: Deterioration in water quality of the ponds and wetlands on the Heath, and increased likelihood of flooding. Effect: Decrease in ecological conditions, habitat diversity and species diversity. Damage from flooding.	 Likelihood Impact	8	Ponds are dynamic landscape features which require ongoing management to allow conservation for the future. The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity. The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate. A new diffuser system will be installed in the Ladies Pond to improve water quality. We are working with the District Surveyor's Engineering Team and Resilience Team on Emergency Planning and mitigation actions. 13 Sep 2024	 Likelihood Impact	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations.	Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HH 010b Install aeration equipment	Install aeration equipment	A new diffuser system will be installed in the Ladies Pond to improve water quality.	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-HH 011 Recruitment of suitable staff 25-Jun-2022 Bill LoSasso	Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Effect: Inability to maintain Hampstead Heath to an acceptable standard. Increased number of complaints regarding the services. Decline of natural and built environment. Decline in quality of assets. Closure of facilities. Reputational damage to the Corporation. Pressure on existing staff to cover vacancies and absences.	 Likelihood Impact	8	The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded. 13 Sep 2024	 Likelihood Impact	4	31-Mar-2025	
							Reduce	

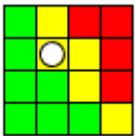
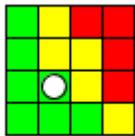
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 011b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway. It is hoped that the remaining vacancies will be filled by the end of the financial year.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HH 011c Embed new structure	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

Appendix 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 013 Tree event or failure 01-Feb-2023 Jonathan Meares	<p>Cause: Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p>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.</p>	 <p>Lifehood Impact</p>	8	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing relevant parts of the Heath or Golders Hill Park in extreme weather conditions.</p> <p>13 Sep 2024</p>	 <p>Lifehood Impact</p>	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 013a Tree management systems	Continue to comply with established tree management systems.	<p>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.</p> <p>A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p>	Tree Management Officer; Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HH 013b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol has recently been reviewed and it was determined that the criteria for closure are still appropriate.	Tree Management Officer; Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HH 013c Annual	Annual tree management audit carried out by external consultant.	An annual review of systems and inspections is undertaken by an independent external consultant.	Tree Management	13-Sep-2024	31-Mar-2025

tree management audit			ent Officer; Jonathan Meares		
ENV-NE-HH 013d Tree Safety Policy	Review Natural Environment Division's Tree Safety Policy	<p>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.</p> <p>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.</p> <p>The NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	Tree Management Officer; Jonathan Meares	13-Sep-2024	31-Mar-2025

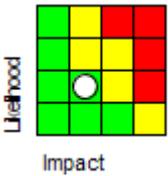
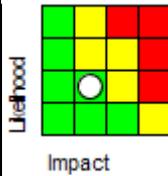
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-HH 005 Negative impacts of pests and diseases</p>	<p>Cause: Inadequate biosecurity, buying of infected trees, plants or animals. Oak Processionary Moth (OPM) is endemic across England. Event: Tree disease including Massaria, Ash Dieback, OPM. Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; public access to sites restricted; tree decline; reputational damage; substantial cost of removal of OPM; risk to human health from OPM.</p>	 <p>Uplift Impact</p>	<p>6</p>	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Sooty Bark Disease is becoming more common, due to warmer, drier summers.</p> <p>Staff continue to be vigilant and inspect for 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 storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p>	 <p>Uplift Impact</p>	<p>4</p>	<p>31-Mar-2025</p>	

Appendix 1

10-Aug-2015 Jonathan Meares				Staff monitor reports of dead or injured birds across Hampstead Heath and, where appropriate, birds are tested for Avian Influenza. 13 Sep 2024			Reduce	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HH 005b Monitor OPM and tree diseases	Identification and treatment of Oak Processionary Moth and tree diseases.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies. Staff remain vigilant for all tree pests and diseases.	Jonathan Meares	13-Sep-2024	31-Mar-2025

Page 50

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-HH 008 Negative impacts of development and encroachment Page 51 23-Jun-2016 Jonathan Meares	Cause: 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: New houses, buildings or other developments on land affecting Hampstead Heath. Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs. Negative impact on heritage value; high-rise developments may be detrimental to aesthetics and sightlines.		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 to potentially damaging developments, have been effective in reducing the risk to this level. 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 partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division. Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space.		4	Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which may impact Hampstead Heath. Work collaboratively with local community and civic societies.	This is an ongoing action, the NLOS Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as necessary.		Jonathan Meares	13-Sep-2024	31-Mar-2025

Appendix 1

ENV-NE-HH 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	his is an ongoing action; we respond to planning issues as necessary. The 'Due Date' is the date of the next review. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HH 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	This is an ongoing action, the 'Due Date' is the date of the next review. Officers respond to planning issues as necessary. Relevant planning applications are monitored. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	13-Sep-2024	31-Mar-2025



Highgate Wood and Queens Park Risk Register

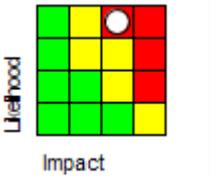
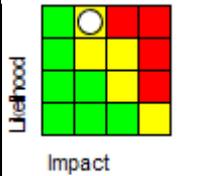
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Flight path
ENV-NE-HWQP 007 Decline in condition of assets Page 53	<p>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.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>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. Damage to corporate reputation.</p>	<p>16</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>12</p>	31-Dec-2025	

Appendix 2

24-Feb-2022 Bill LoSasso	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

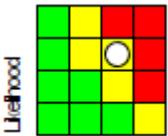
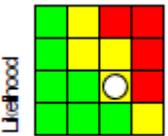
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a Review of Property Assets	Review condition of assets in conjunction with City Surveyor's Department.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. The CSD owns, and makes decisions on, the budget for works. This is an ongoing action and kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024
ENV-NE-HWQP 007b Liaison with City Surveyor's Department	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	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. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024
ENV-NE-HWQP 007e Annual building 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 contingent upon having sufficient capacity and resource to undertake them. 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 City Surveyor's Department 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-HWQP 007f Asset review	Asset management review.	A full review of Natural Environment assets is underway. The outcome will include a comprehensive asset register for Highgate Wood and Queen's Park which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	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 & Score		Target Date/Risk Approach	Flight path
ENV-NE-HWQP 012 Impacts of anti-social behaviour on staff and site 13 Apr-2024 Bill LoSasso	<p>Cause: Anti-social behaviour of members of the public.</p> <p>Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions; cycling on non-permitted cycle routes.</p> <p>Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.</p>		16	<p>A departmental approach is being developed to tackle abuse of staff, including rapid reporting. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised.</p> <p>Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. Officers will continue to hire in supplemental security resource where necessary.</p>		8	31-Dec-2024	
							Reduce	

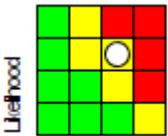
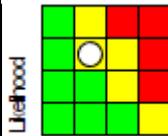
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 012a Policy on abusive incidents	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy. Methods are being developed to ensure incidents are reported and actions taken as necessary.	Bill LoSasso	13-Sep-2024	31-Dec-2024
ENV-NE-HWQP 012b Staff training	Provide training for staff on conflict management.	First-time or refresher training for staff on conflict management is being organised as part of a departmental arrangement.	Bill LoSasso	13-Sep-2024	31-Dec-2024
ENV-NE-HWQP 012c Enforcement partnerships	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.	Bill LoSasso	13-Sep-2024	31-Dec-2024

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ENV-NE- HWQP 012d Visitor education	Educate visitors to use the sites responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.	Bill LoSasso	13-Sep-2024	31-Dec-2024
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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-HWQP 001 Budget pressures 24-Feb-2022 Bill LoSasso	<p>Cause: Reduced budgets, insufficient income generation, expanding demand on services, and aging assets requiring investment.</p> <p>Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets.</p> <p>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.</p>	 <p>L1: 2 Red, 1 Yellow, 1 Green L2: 1 Red, 1 Yellow, 1 Green L3: 1 Red, 1 Yellow, 1 Green</p> <p>Impact</p>	12	<p>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.</p> <p>The date by which we aim to reduce this risk to the target score has been moved to 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.</p> <p>13 Sep 2024</p>	 <p>L1: 2 Red, 1 Yellow, 1 Green L2: 1 Red, 1 Yellow, 1 Green L3: 1 Red, 1 Yellow, 1 Green</p> <p>Impact</p>	8	31-Mar-2025	
							Reduce	

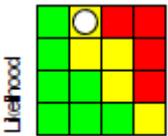
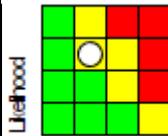
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	<p>Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department.</p> <p>Once in post, the Head of Development and Partnerships will focus on developing income generation opportunities.</p>			Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 001b Appoint Head of Development and Partnerships	Appoint Head of Development and Partnerships	<p>The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces. We are liaising with HR colleagues on recruitment to this post. Once on board, the post holder will focus on income generation.</p>			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-HWQP 004 Adverse impacts of extreme weather and climate change 10-Aug-2015 Jonathan Meares; Charlotte 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.	 L1: Lifehood Impact	12	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. Extreme weather events continue to be managed. MET office Storm Centre warnings are monitored. MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project. The MET Office Fire Severity Index is monitored. 13 Sep 2024	 L1: Lifehood Impact	6	31-Dec-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 004a Review Met Office information	Monitor MET Office weather warnings.	MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor. This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Dec-2024

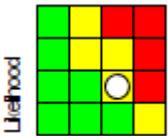
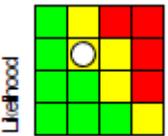
Appendix 2

<p>ENV-NE-HWQP 004b Review of site emergency plans</p>	<p>Review site plans annually or, if appropriate, following an incident. Reviews are usually conducted in September and agreed later in the year.</p>	<p>An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency incident. The 2024 review has been completed. This is an ongoing action: the 'Due Date' shown is the date of the next review.</p>	<p>Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Dec-2024</p>
<p>ENV-NE-HWQP 004c Extreme Weather Protocol</p>	<p>Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.</p>	<p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol was reviewed and updated as necessary at the end of 2023. It will be reviewed again at the end of 2024. This is an ongoing action: the 'Due Date' shown is the date of the next review.</p>	<p>Jonathan Meares; Charlotte Williams</p>	<p>13-Sep-2024</p>	<p>31-Dec-2024</p>

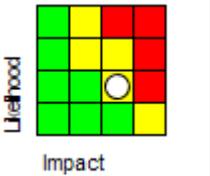
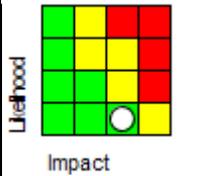
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HWQP 002 Negative impacts of visitor pressure 24-Feb-2022 Bill LoSasso	<p>Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>	 <p>Lifehood</p> <p>Impact</p>	8	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.</p> <p>Achievement of target score is contingent upon funding and support for restoration works.</p> <p>13 Sep 2024</p>	 <p>Lifehood</p> <p>Impact</p>	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Surveys to monitor visitor numbers and evaluate environmental impacts on Highgate Wood and Queen's Park. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out education and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. <p>'Due date' is set for 2025 as we expect this to be a long-term mitigation exercise.</p>			Bill LoSasso; Jonathan Meares	13-Sep-2024	31-Mar-2025

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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-HWQP 003 Outbreak of fire in woodland / heathland Feb-2022 Bill LoSasso; Jonathan Meares; Charlotte Williams	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbecues, disposing of cigarettes, campfires, arson Event: Large-scale fire / increased frequency of fires. Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	 Likelihood Impact	8 Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. The current risk score is Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers. A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious). 13 Sep 2024	 Likelihood Impact	6	31-Mar-2025		
						Reduce		

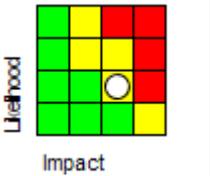
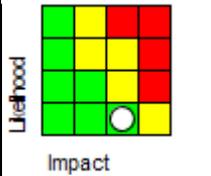
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2025. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Jul-2025
ENV-NE-HWQP 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. Signage is displayed at key locations reminding visitors not to light fires or barbecues. Social media messaging has also been used to deliver this message.	Bill LoSasso; 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-HWQP 006 Risk to health and safety Feb-2022 Jonathan Meares; Charlotte Williams	Cause: The operation of a large public green spaces, such as Highgate Wood and Queen's 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.	 Likelihood 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	 Likelihood Impact	4	31-Mar-2025		
						Reduce		

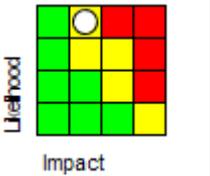
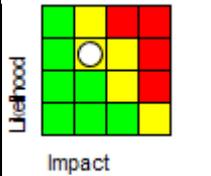
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 006a	Continue to undertake regular health and safety audits.	Fire Risk Assessments; water safety assessments; and full review of Safe Systems of Work (SSoW) have been, and continue to be, undertaken. This is an ongoing action which is reviewed regularly.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 006b	Relevant officers to participate in Departmental Health and Safety Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	Departmental, Divisional and Sub-Divisional Health and Safety meetings are held regularly. Relevant officers attend and participate in these meetings. This is an ongoing action: the 'Due Date' is the date of the next review.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025

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ENV-NE-HWQP 006c Health and safety culture	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.	Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 006d Playground inspections	Annual RoSPA inspections of all 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
ENV-NE-HWQP 009 Recruitment of suitable staff 25-Jun-2022 Bill LoSasso; Jonathan Meares; Charlotte Williams	Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Effect: Inability to maintain Highgate Wood and Queen's Park to an acceptable standard. Increased number of complaints regarding the services. Decline of natural and built environment. Decline in quality of assets. Closure of facilities. Pressure on existing staff to cover vacancies and absences Reputational damage to the Corporation.		8	The current risk score remains Amber 8. The new organisational structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded. 13 Sep 2024		4	31-Mar-2025 Reduce	

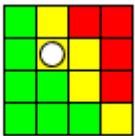
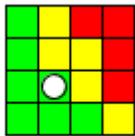
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway. It is hoped that the remaining vacancies will be filled by the end of the financial year.	Bill LoSasso; Jonathan Meares; Charlotte Williams	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 009c Embed new structure	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	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-HWQP 011 Tree event or failure Page 65 Feb-2023 Jonathan Meares	<p>Cause: Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p>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.</p>		8	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. Because the site is ancient woodland (400+ years old) within which there is a high percentage of old trees, the threshold for closure in extreme weather is lower than at Hampstead Heath.</p> <p>13 Sep 2024</p>		6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 011a	Continue to comply with established tree management systems.	<p>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.</p> <p>A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p> <p>Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.</p>	Tree Management Officer; Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-	Continue to enforce Extreme Weather	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during	Tree	13-Sep-2024	31-Mar-2025

Appendix 2

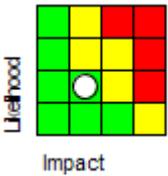
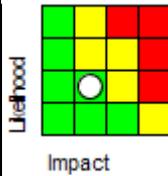
HWQP 011b Extreme Weather Protocol	Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	extreme weather events, such as high winds, lightning/storms or flooding. The Protocol has recently been reviewed and it was determined that the criteria for closure are still appropriate.	Management Officer; Jonathan Meares		
ENV-NE-HWQP 011c Annual tree management audit	Annual tree management audit carried out by external consultant	An annual review of systems and inspections is undertaken by an independent external consultant.	Tree Management Officer; Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 011d Tree Safety Policy	Review Divisional Tree Safety Policy	<p>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.</p> <p>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.</p> <p>The NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	Tree Management Officer; 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
<p>ENV-NE-HWQP 005</p> <p>Negative impacts of pests and diseases</p>	<p>Cause: Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.</p> <p>Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>	<p>Lifehood</p>  <p>Impact</p>	<p>6</p>	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Sooty Bark Disease is becoming more common, due to warmer, drier summers.</p> <p>Staff continue to be vigilant and inspect for 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 storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p>	<p>Lifehood</p>  <p>Impact</p>	<p>4</p>	<p>31-Mar-2025</p>	

Appendix 2

24-Feb-2022 Jonathan Meares				Staff monitor reports of dead or injured birds across Highgate Wood and Queen's Park. Where appropriate, birds are tested for Avian Influenza. 13 Sep 2024			Accept	
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance.	Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 005b OPM Monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies. Staff remain vigilant for all tree pests and diseases.	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-HWQP 008 Negative impacts of development and encroachment Feb-2022 Jonathan Meares	Cause: 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: New houses, buildings or other developments on land affecting the sites. Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.		4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. 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 partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division. 13 Sep 2024		4		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Work collaboratively with local community and civic societies.	This is an ongoing action; the Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	This is an ongoing action; we respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	13-Sep-2024	31-Mar-2025
ENV-NE-HWQP 008c	The North London division monitors planning activity in order to ensure it does	This is an ongoing action; relevant planning applications are monitored and responded to as necessary.	Jonathan Meares	13-Sep-2024	31-Mar-2025

Planning applications	not impact the open spaces.	Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.			
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City of London Corporation Risk Matrix (Black and white version)

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

(A) Likelihood criteria

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

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(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Agenda Item 6

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 22 October 2024
Subject: Assistant Director's Update Report – Hampstead Heath 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. 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 initiating the mid-term review of and update to the 10-year management strategy for Hampstead Heath, working with partners to assess data collected from the Heath from hedgehog surveys, continuance of the successful nature-based solution for the management of oak processionary moth (OPM), and review of the natural capital audit that was completed earlier this year to explore continuous improvement opportunities.
4. Further detail is outlined in Appendix 1.

Community Engagement

5. 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 Hampstead Heath, cultivating a sense of pride and attachment to the Heath among users, and exchanging information between the City Corporation and open space users.
6. The activities include working with external stakeholders and partners to continually improve the services and benefits of the Heath, retention of a Green Flag Award, 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 on the Heath during the summer months.

7. Further detail is outlined in Appendix 1.

Access and Recreation

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

9. The activities include the successful completion of the Ponds Access Project and working with consultants on the delivery of the mid-term review of the Heath's management strategy.

10. Further detail is outlined in Appendix 1.

Learning and Heritage

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

Income Generation

12. Income generation on Hampstead Heath remains aligned with past practice, relying primarily on user fees and charges for sports facility hire, cafe leases, car parking, events, and filming.

13. 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 Hampstead Heath Charity be more responsible for generating income to fund its operation.

14. 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

15. 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

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

Bill LoSasso

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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	Hampstead Heath Management Strategy is in the process of being reviewed and updated to be approved by Management Committee in late October in time for 2025 Green Flag and Green Heritage applications.	Community Engagement Access and Education Learning and Education
		Species records and other biological data are regularly gathered and professionally managed	Data from hedgehog surveys earlier this summer across Hampstead Heath and surrounding areas now being analysed by Zoological Society of London (ZSL) for report to be published later this year. This will continue Hampstead Heath involvement in the National Hedgehog Monitoring Programme.	
		Community support and engagement in the conservation of our open spaces is increased	Heath Hands volunteers have been carrying out butterfly transects surveys alongside Conservation Team. Other ecological surveys have been carried out with support from volunteers including amphibians, grass snakes and invertebrates. As above comment states, ecological monitoring is supported significantly by	

1 Nature Conservation & Resilience				
	Theme	Objective	Progress	Also contributes to
			<p>volunteers from Heath Hands and other local community groups.</p> <p>In September, the Heath and Hampstead Society, with the Conservation Team and Heath Hands coordinated and managed another grazing visit from a small flock of rare breed sheep from Mud Shute Farm in East London.</p>	
1.2	Increase the resilience of our open spaces within a wider, interconnected natural landscape	<p>Greater and more effective engagement with the planning system to influence the protection of our open spaces in the most relevant way</p> <p>Landscape connectivity around our open spaces is enhanced through collaboration with other organisations and stakeholders.</p>	<p>The NLOS Senior Management Team are exploring commissioning a planning consultancy to carry out a monitoring role of all planning applications submitted near our four NLOS spaces.</p> <p>Connectivity and wildlife corridors are being reviewed as part of the ZSL hedgehog survey where the Hampstead Heath population can act as reservoir to colonise other nearby sites including SINC sites south of the Hampstead Heath. This work coincides with the GLA's forthcoming Nature Recovery Strategy for London and collaboration with London Borough of Camden and the Heath and Hampstead Society.</p> <p>Landscape connectivity and creation of wildlife corridors are being supported by</p>	<p>Community Engagement</p> <p>Access and Education</p> <p>Learning and Education</p>

1 Nature Conservation & Resilience				
	Theme	Objective	Progress	Also contributes to
Page 79		<p>Landscape connectivity around our open spaces is enhanced through collaboration with other organisations and stakeholders.</p> <p>Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented</p> <p>Damaging introduced species monitored and kept under control</p>	<p>from Heath Hands, London Natural History Society, ZSL, London Borough of Camden, and Heath and Hampstead Society.</p> <p>The NLOS Senior Management Team are working with a mobile phone data analysis consultancy to establish where the visitor pressure points are on Hampstead Heath. This information will be incorporated in the revised Hampstead Heath Management Strategy due to be finalised later this month.</p> <p>The Tree Team have continued their Nature Based Solution (NBS) approach to managing oak processionary moth (OPM) across NLOS sites monitoring OPM-parasitoid populations and their impact on OPM nests. This work has been extended to other Natural Environment sites and is an important move away from non-target based biochemical control.</p>	
	1.3	Establish a natural capital-based management process across our open spaces.	Baseline natural capital valuation for NED undertaken	The natural capital audit has been completed and is being reviewed for opportunities of expansion of benefit at Hampstead Heath. Headline figures from the report will be referenced in the

1	Nature Conservation & Resilience			
	Theme	Objective	Progress	Also contributes to
		The City of London Corporation’s Climate Action Strategy goals are met for the open spaces	<p>reviewed and updated Hampstead Heath Management Strategy.</p> <p>The Carbon Removals Manager and Project Officer visited Hampstead Heath in early September to review reductions in amenity grassland cutting to increase meadow habitat, proposed areas for the installation of leaky dams and additional small ponds. These will all increase the resilience of the site and provide additional storage of water further up the pond chains and reduce flooding downstream.</p>	
Page 80	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 the Heath. We recently (September) finalised a new 5-year agreement with Heath Hands, which will ensure continued delivery of value-added volunteering and community engagement activities on the Heath. NLOS continues to partner with the Learning Team to deliver value-added learning and play activities on the Heath.	Learning, Heritage, and Recreation

		Implement a holistic approach to community engagement that encourages active participation	Officers continue to work with multiple organisations and hundreds of volunteers as per above.	
2.2	Removing barriers: Identifying and removing barriers to participation in our spaces and work	Create physical spaces that are as accessible as possible to as many people as possible.	The Ponds Access Project was completed, which expands accessibility at the swimming ponds on the Heath.	
2.3	Ownership: Cultivating a sense of deep pride in and attachment to our spaces amongst users	Facilitate a deep sense of pride in and attachment to our open spaces among user groups and communities Create opportunities for user groups and communities to provide additional resource to the Corporation to support mission delivery	The Learning Team continues to engage young people and children in activities that are conceived to develop lasting connections with nature/Heath. As above with the work of Heath Hands.	Learning, Heritage, and Recreation
2.4	Thriving spaces: Creating spaces that attract people and improve their lives	Improve health and wellbeing through our open spaces through successful and effective community engagement Deliver well-managed spaces that are widely understood as destinations for improved health and wellbeing.	We have been working with the Hampstead Heath Management Strategy Working Group in August and September to review the Management Strategy for the Heath. Attainment of Green Flag award in July 2024 demonstrates the best practice management.	

		<p>Create spaces where formative experiences occur.</p>	<p>Ongoing volunteer activities connect volunteers and members of the public closely with the Heath. Repairs to playgrounds this summer have ensured that children have access to facilities to create memories.</p>	
<p>2.5 Page 82</p>	<p>Knowledge exchange: Continuous transfer of information between the Corporation and its customers</p>	<p>Ensure easy access to information about the Corporation, its open spaces, and our management practices.</p> <p>Catalyse improved behaviours in our spaces where needed. -and- Ensure greater understanding among members of the public of the Corporation's efforts to preserve and care for our spaces</p>	<p>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 as accurate and as accessible as possible in the absence of a modern website being created by the City Corporation.</p> <p>Officers have been communicating positive behaviours in an effort to reinforce them amidst significantly increased ASB in the Heath. 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.</p>	

		Improve service delivery by the Corporation at its open spaces through information exchange	Engagement with stakeholders in creation of the management strategy will ensure that local feedback is considered and incorporated.	
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3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
Page 83	3.1 Balance the needs of visitors with the requirements of protecting the natural and heritage assets of the open spaces	<p>Manage visitors to protect vulnerable areas.</p> <p>Plan for increased visitor numbers and improve durability of honeypot locations</p> <p>Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented.</p>	<p>The NLOS Senior Management Team are working with a mobile phone data analysis consultancy to establish where the visitor pressure points are on Hampstead Heath. This information will be incorporated in the revised Hampstead Heath Management Strategy due to finalised later this month.</p> <p>Officers are updating the management plan for the Heath, which will be presented to this committee at the December 2024 meeting. A consultant has been retained to support that effort. Visitor numbers are tracked by a paid service that tracks mobile phone presence in the park. In addition, our communications efforts to influence behaviours furthers this objective.</p> <p>Management plan creation as per above. In addition, our communications efforts to influence behaviours furthers this objective.</p>	<p>Community Engagement</p> <p>Learning and Education</p>

3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
3.2	Enable the best possible visitor journey, creating the right information from pre-visit to a stress-free and enjoyable on-site experience	Provide clearly branded and accessible on-site wayfinding, interpretation and information.	Officers are completing an audit of signage the second half of this year to inform future work to achieve this objective.	Community Engagement Learning and Education
		Provide easily accessible, clear and exemplary pre-visit information through digital platforms.	Completion of audit of website as per above, and communications via social media supports the pre-visit journey.	
3.3	Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore	Make improvements to both informal and formal recreational facilities.	Completion of the Ponds Access Project.	Community Engagement Learning and Education
		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 expands the total number and overall quality of activities and opportunities for engagement in the park	
		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.	

3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
3.4	Build understanding and knowledge about the open spaces. Visitors will respect one another and will care for and advocate for the sites.	Respectful use of facilities and sites will be encouraged through engagement and instruction	The Communication of positive behaviours and work of on-site team further this objective. Retention of Parkguard to provide a supplemental enforcement and security presence in the park is necessary to support appropriate behaviours.	
		Key messages are delivered through layered and targeted campaigns	The Communication of positive behaviours and work of on-site team further this objective. Retention of Parkguard to provide a supplemental enforcement and security presence in the park is necessary to support appropriate behaviours.	

4 Learning and Heritage				
Progress in the performance and delivery of this strategy will be reported by the Culture & Projects Team of the Natural Environment Division.				

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Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 22 October 2024
Subject: Hill Garden Pergola update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	-Vibrant Thriving Destination -Flourishing Public Spaces -Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	Yes – revenue and capital
If so, how much?	Capital: Up to £4.162m in capital costs Revenue: £220k in current Cyclical Work Plan
What is the source of Funding?	Capital: Not yet identified Revenue: CWP
Has this Funding Source been agreed with the Chamberlain's Department?	Capital: No Revenue: Yes
Report of: Katie Stewart, Executive Director of Environment	For Decision
Report author: Bill LoSasso Assistant Director (Superintendent), North London Open Spaces	

Summary

This report provides updated information about the state of the Hill Garden Pergola on Hampstead Heath. It outlines options to complete the needed capital repairs, as well as cost estimates of the oak framework, supporting columns and attached balustrading on the high-level walkways. A preferred option is identified.

Recommendation(s)

Members are asked to:

- Approve the options as recommended in paragraphs 21 and 32 of this report.

Main Report

Background

1. The Hill Garden Pergola is located on West Heath and was Grade II* listed in 1978. It is a beautiful structure consisting of a high-level walkway that is

approximately 250m long, with two sections of stone columns supporting oak framework linked by a bridge over a footpath.

2. It was designed by Thomas H Mawson for Lord Leverhulme, who owned The Hill House, which is now in private ownership. The Pergola was built in three phases from 1905 to 1925. After the death of Lord Leverhulme in 1925, The Hill House was bought by Lord Inverforth, who died in 1955. The Pergola was bequeathed to and used by Manor House Convalescent Hospital, who renamed it Inverforth House. Mawson's association with the Pergola is key to its historic significance.
3. In 1985, the Greater London Council (GLC) purchased the remaining parts of the structure and 1.5 acres of land from the hospital, separating it from Inverforth House. Following the abolition of the GLC in 1986, the London Residuary Body managed the gardens and Pergola for a period of time. The City of London Corporation then took on the management of the Pergola in 1989.
4. After severe storms in 1987 and 1990 caused considerable damage to the colonnades and timbers, the City Corporation undertook essential repair work to the eastern part of the structure.
5. The Pergola comprises two sections, connected by a bridge. (Appendix 1). Section 1, on the eastern part of the structure, has reconstituted stone columns and oak framework along its entire length. The oak framework had two large domes that have been removed due to instability and eight smaller ones remain in place. It has an internal walkway at ground level, along with several internal storerooms. This section was where most of the repairs/restoration was conducted by the City Corporation when ownership was first taken.
6. Section 2, on the western side of the structure, is known as the Colonnade Walkway, with a paved walkway underneath a stone column and oak framework, and stairs into the Hill Garden. It also contains the Belvedere structure consisting of a high-level viewing terrace with amazing views and adjacent open structure with tiled roof. Stairs on either side of the structure lead to ground level, and there are several storerooms underneath.
7. A decision must now be made on how the City Corporation will proceed. Options broadly include continuing to make temporary stabilising repairs for as long as funding permits, Closure, dismantlement, and pursuing a capital project.

Current use and condition

8. As an iconic heritage asset of Hampstead Heath, the Pergola is a popular destination for visitors from near and afar. It is also a sought-after venue for photography, filming, and other events, including weddings, all of which generate much-needed revenue to directly support Hampstead Heath Charity's upkeep of

the Heath.

9. Due to age and weathering, however, the oak frameworks on both sections of the Pergola have been deteriorating for many years. This deterioration has increased in the last couple of years, partly due to a lack of funding, and partly due to the escalation of extreme wet and windy conditions, especially as the Pergola is in an exposed location. Areas of concern include the masonry balustrade, columns, and the extensive timber structure which surmount the pillars.
10. Section 2, the Colonnade Walkway, is the most critically impacted element. The oak framework is now extremely rotten and compromising its overall stability. The reconstituted stone columns are intrinsically linked to supporting the oak timbers, with each element of fabric reliant on the other to remain *in situ*. It is now reaching a stage where all will have to be removed, along with the integral stone columns, if no capital funding is identified.
11. Several repetitive and progressive defects have resulted in parts of the structure being carefully dismantled and placed into storage until repairs are possible and funding is available. Section 1 is also showing signs of deterioration, with the two large domes ('The Temple' and 'Summer Pavilion') both having to be removed at the end of 2022, as following a period of structural monitoring they had been determined to have become a health and safety risk.
12. The rest of the elements that make up the Pergola, i.e. brickwork, paving and walkways, are in reasonable condition. However, they do require constant restoration and repair works to maintain this status, currently funded within the City Surveyor's Department's (CSD) Cyclical Works Programme (CWP). Only health and safety work to the oak framework and supporting columns has been carried out in recent years. Backlog CWP funding that has been allocated will now allow for repair works to the rest of the Pergola, and for the monitoring to continue until the available funds have been expended.
13. Due to the current state of the asset and health and safety concerns, monitoring surveys are now conducted twice a year, or more if the weather conditions have been particularly wet and/or windy. Since c. 2019, the Pergola has been closed to the public and staff during these weather conditions because of the high health and safety risk.
14. The state of the Pergola required a partial closure of the structure – the eastern section of the colonnade - from September 2023 to May 2024. To restore temporary public access, the at-risk elements of the Pergola were propped or stabilised *in situ* with temporary stabilising works. (Appendix 3). Five of the worst columns were pinned at the base with two 450mm steel pins, allowing the section to be reopened to the public on 15 May 2024. Further stabilising works to the stone columns carried out along with additional timbers inserted to the Colonnade Walkway to keep it open and accessible for as long as possible.

15. Regular inspections on those works and their stabilising effects are carried out by an external structural engineer. Additional checks to monitor any further deterioration are performed by Hampstead Heath officers and reported back to the CSD.
16. At present, there are no funds available for the repair and restoration of the Pergola, aside from c. £220,000 that is being used from the CWP to implement the temporary stabilising works, carry out repairs to other elements of the Pergola, and carry out regular structural surveys to allow the structure to remain open to the public and ensure public safety as far as possible. This funding is part of the 'backlog' CWP funding recently approved by Committee, and is to be spent over the next five years.
17. A formal funding bid was considered in 2021, but not progressed due to budget pressures. A capital bid was submitted made in 2022-23, but was not successful. Since then, City Surveyor's Department has continued to maintain structure under its CWP.

Impacts to the City Corporation

18. The Pergola has a long and storied history that is intimately intertwined and runs parallel with the history of the Heath itself. If appropriate restoration works are not undertaken to this statutorily protected asset, it will inevitably deteriorate further. This will risk the structure being added to Historic England's Heritage at Risk Register (HARR), and lead to increased repair costs. Failure to invest in the Pergola may lead to the eventual loss of this irreplaceable historic asset.
19. Further deterioration may require its complete or partial closure or dismantlement. Income from fee-paying activities would then be lost. This is particularly profound, as the Pergola is a unique and iconic setting for potential major film shoots, and NLOS has developed a new partnership with the City Corporation's central Film Office to capitalise on remunerative and appropriate filming opportunities to further support the Heath.

Feasibility study

20. CSD recently commissioned a feasibility study to define a restoration programme, refine costs, and provide options. Due to the heritage status of the structure, specialist advice was required to ensure that it retains its character and that any proposed works meet statutory conservation policy and requirements. The specialist was appointed in June 2024 to produce a feasibility study to provide options for restoring the high-level walkway oak framework and supporting columns on the Hill Garden Pergola. In conjunction with CCA, an historic quantity surveyor was also appointed to provide cost estimates of the options identified by

the conservation specialist.

21. The feasibility study details three estimated phased repair programme options, summarised below:
 - a. Option 1: a single-phase programme lasting a minimum of 27 months (£3.74m)
 - b. Option 2: a two-phase programme lasting a minimum of 33 months (£4.03m)
 - c. Option 3: a four-phase programme lasting a minimum of 41 months (£4.16m)

22. The estimated programming detailed above only reflects the estimated time to complete the works needed to accomplish the needed repairs. It does not allow for pauses in the programme – planned or otherwise – due to bad weather, operational requirements, project governance, procurement, and obtaining statutory consents. This means that the length of time to fully complete the programme of repairs would likely be longer than the timelines stated above, and will depend on weather, operational needs, strategic scheduling decisions, and the duration of various necessary internal and external processes.

23. CSD has reviewed the options and recommends Option 3 – a scheme comprising of a single project consisting of four sequential phases. The benefits of adopting Option 3 are: 1) costs are staggered over a longer period of time, 2) sections of the Pergola can remain open to the public whilst works are ongoing elsewhere, 3) vegetation is somewhat less affected and will be allowed to regrow once each phase is completed, and 4) site setup is less onerous and has less impact on adjacent areas. In addition, works could be planned to suit inclement weather, as access and conditions at the Pergola will be additionally challenging at these times. The main disadvantages of this approach are higher programme costs when compared to Options 1 and 2.

24. The heritage specialist was also asked to develop phased programmes to dismantle the Pergola and place its elements into storage if funding is not identified and dismantlement proves necessary. The estimated programme duration for the actual works, and costs, are summarised below.
 - a. A single-phase dismantlement of the pergola would take 17 months and cost £1.78m
 - b. A two-phase dismantlement of the pergola would take 23 months and cost £1.88m
 - c. A four-phase dismantlement of the pergola would take 31 months and cost £1.94m

25. As a Grade II* structure, Historic England will be a statutory consultee with any repair programme. They are unlikely to look favourably on any proposals to remove the columns, whether it be on either a temporary or permanent basis. Dismantlement options are not recommended for numerous reasons, including cost, reputational risk, and impact to public enjoyment. Historic England are also

extremely likely to require all elements (oak beams and stone columns) that are dismantled to be stored as a record for future reinstatement. The dismantlement costs would be additional to any eventual future costs to repair and restore the Pergola, as well as costs to relocate any re-used stored elements back to the site.

Safety monitoring

26. As noted above, £220,000 of CWP funding is currently available to spend on the Pergola over the next five years. The existing temporary stabilising works and feasibility study were funded from this source. This funding will allow for regular monitoring surveys to continue, further essential works to be conducted to ensure structural safety and stabilise the structure, and hopefully allow the oak framework and columns to be kept *in situ* for as long as the funding lasts and until a decision is made on the Pergola's future.
27. The interim stabilising measures that have been taken, along with regular monitoring, will continue to maintain safety at the Pergola on a temporary basis only, and due to the state of deterioration of the structure and the impact of winter weather on the repairs. They will not last indefinitely, and temporary stabilising measures cannot be made in perpetuity due to funding limitations and due to the need for fundamental repairs via a capital project. An eventual closure and/or dismantlement of the structure would be necessary without capital funding.
28. Monitoring surveys of the Pergola were previously undertaken twice a year. Currently, a Heath officer also undertakes regular review on site during their usual working day and reports back to City Surveyor's Department anything of concern for further review. The latest monitoring survey by structural engineers occurred on 5-6 August 2024. The City Corporation has not been advised of any urgent works needing to be carried out or for required closure of any areas of the structure. The full report from this investigation is expected soon, as of the writing of this report, and will recommend any necessary repairs and when future surveys should be undertaken. Identified works will be completed using the available CWP funds.
29. In recent years, cracked brickwork has been noted on the Pergola. To understand the cause of this movement, structural health monitoring is being investigated by the City Surveyor's Department. This will entail installation of small sensors across the Pergola at relevant locations. Initial enquires with Camden Planning have revealed that statutory consents are required for the monitors. The City Surveyor's Department is progressing this with Camden with the intention of obtaining the necessary permissions to install these monitors.

Options

30. Officers have identified two options on how to proceed.

31. **Option 1 (not recommended):** Continue making stabilising repairs for as long as CWP funding remains and the structure remains safe to keep open. Closures of some or all of the Pergola would occur as and when needed to preserve public safety. A decision on dismantlement would be made, and funding sought, when necessary.
- a. This option does not address the underlying issues in preserving the Pergola, and presents negative impacts to Heath visitors and the City Corporation as described above.
32. **Option 2 (recommended):** Continue making stabilising repairs for as long as CWP funding remains, and in parallel explore internal and external opportunities for capital funding.
- a. Capital funding would be sought from the City Corporation, external funders (grants, etc), and potentially fundraising (private donation, crowdfunding, etc)
 - b. As there is only £2m allocated in contingency funding for City Estate for FY'2025-26 across the entire City Corporation, there is limited likelihood of an internal capital bid, and officers note that it may be necessary to submit multiple capital bids, over multiple years, to fund this project in various phases. It is important to note that capital funding could only be used for the repair and restoration capital works, but not for a potential dismantlement. If a dismantlement does become necessary to ensure public safety, the nearly £2m needed for this would need to be identified and is unlikely to be externally funded.
 - c. Officers would also explore an application to the National Lottery Heritage Fund (NLHF). NLHF grant applications and awards are typically multi-year endeavours, requiring a multi-phase application process. Successfully funded projects would require a minimum of 10% match funding for an award over £1m, as well as a significant activity plan that accompanies the capital project.
 - d. Fundraising generally, and NLHF applications specifically, are time intensive endeavours. As the appointment of a Head of Development & Partnerships is still months away, it is likely necessary to hire in a specialist to provide support if this option is pursued.
 - e. Officers are also seeking to confer with Historic England and other heritage organisations regarding available options to preserve this asset and prevent its forced dismantlement.

Corporate & Strategic Implications

33. Strategic implications: Repairing and restoring the Pergola will further the Corporate Plan (2024-2029) strategic outcomes of Vibrant Thriving Destination and Flourishing Public Spaces. It will also further all four of the Hampstead Heath Management

Strategy visions. And, it will further the Access & Recreation and Culture, Heritage & Learning strategies of the Natural Environment Division.

34. Financial implications: As outlined herein, estimated costs for the repair and restoration of the Pergola range from £1.78m to £4.16m.
35. Resource implications: Significant officer time at North London Open Spaces will be required to seek and secure funding, and to oversee any eventual project. Additional staffing resource will have to be examined as part of this undertaking.
36. Legal implications: The protection regime for listed buildings is set out in the Planning (Listed Buildings and Conservation Areas) Act 1990. There is no specific duty on owners to keep the listed building in a good state of repair, but local authorities (and the Secretary of State) have powers to take action where a listed building requires repairs for its proper preservation. They may serve a Repairs Notice on the owner of the listed building requiring specified repairs to be carried out, in default of which the building may be compulsorily purchased. In addition, there are powers where the listed building has deteriorated to the extent that its preservation may be at risk. The local authority (Camden Council) or Historic England may carry out urgent works for the preservation of the Pergola after giving notice to the City Corporation, and may recover the cost of these works under the legislative provisions. As the Pergola is Grade II* listed, Listed Building Consent (under section 7 of the 1990 Act) and other permissions may be required (which will be dependent on the nature of the works and whether the special interest of the listed building will be affected by the works.) Historic England would have to be consulted on any works requiring Listed Building Consent.
37. Risk implications: The condition of assets is monitored in the Hampstead Heath risk register. There is a significant reputational risk to the City Corporation allowing further degradation of the Pergola, and to any dismantlement of the structure.
38. Equalities implications: None
39. Climate implications: None
40. Security implications: None

Conclusion

41. The Pergola is an iconic, Grade II* listed heritage asset of Hampstead Heath, with significant history that is intimately linked to the Heath. Its continued decline and potential dismantlement presents significant risks to the City Corporation, Hampstead Heath Charity, and public.

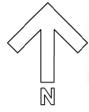
Appendices

1. Appendix 1: Pergola diagram
2. Appendix 2: Photos of current interim stabilising measures

Bill LoSasso

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

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Colonnade

SECTION TWO



Bridge over footpath

SECTION ONE



Notes
Do not scale. All dimensions to be checked on site.
Errors to be reported to supervising officer.

This drawing has been created from a scanned image of a drawing produced by Alan Baxter, Structural Engineers. Drawing no. 1566/010, dated May 2010. Therefore the accuracy of the drawing cannot be guaranteed and we advise that you do not scale from this drawing.

Rev	Drawn	Date

CITY SURVEYOR'S DEPARTMENT
P.G. Bennett, MA (Cantab) FRICS
City Surveyor
PO BOX 270, GUILDHALL, LONDON, EC2P 2EJ
Tel : 020 7606 3030 Fax : 020 7332 1963

Project : THE PERGOLA		Drawing No : PLAN OF SECTIONS 1 & 2	
Scale at A1 : NTS	Drawn by : DRF	Drawing No : 379-11 AR 02	
Des : SH	App :	Revision	
Date : SEP 2011	Pro code UPRN		

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Agenda Item 8

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 22 October 2024
Subject: Wildlife monitoring on Hampstead Heath	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: Adrian Brooker Senior Ecologist, North London Open Spaces	

Summary

This report is intended to provide Members with an update on monitoring undertaken, and knowledge gained, of selected Hampstead Heath fauna over the last 10 years.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. This report provides an overview of various fauna on Hampstead Heath, gained through monitoring activities on the Heath over the past ten years.

2. The information held in this report would not be possible without a great deal of volunteer effort from partners, including Heath Hands, London Natural History Society, Heath & Hampstead Society, Marylebone Bird Society, London Bat Group, and Hampstead Heath Birders. The City of London Corporation is grateful to have such dedicated partners assisting with gathering information on and protecting our open spaces.

Hedgehogs

1. Hampstead Heath continues to be heavily engaged with monitoring schemes and national projects that promote hedgehog conservation. Systematic hedgehog monitoring schemes have been in place on Hampstead Heath since 2015 when a monitoring trial was undertaken in Golders Hill Park by the Ecology team (Figure 1). A further investigation in 2016, involving training 15 volunteers in monitoring techniques, revealed that hedgehogs were present across the majority of Hampstead Heath.
2. In 2017, the City Corporation partnered with the Zoological Society of London's (ZSL) 'Hogwatch' team using wildlife cameras to record hedgehog and other mammal movements in Golders Hill Park. Three full-scale camera surveys have since taken place, involving placing 150 wildlife cameras across Hampstead Heath in 2018, 2021, and early 2024. Analysis of 2024 data is still being undertaken, but the 2018 and 2021 results revealed hedgehogs present on 49% and 44% of all camera sites respectively. (Figure 2)
3. In 2022, the City Corporation partnered with the Institute of Zoology and other organisations in a programme funded by Rewild London "Interconnecting Network of SINC's for Hedgehog Conservation (IN SINC)". The aim of this project was to identify wider hedgehog populations and their connectivity to other nature conservation sites as well as public and private spaces. It was thought that Hampstead Heath could be acting as a source of hedgehogs for surrounding areas, aiding hedgehog conservation across the wider region. (Figure 3)
4. Hampstead Heath and its northern surrounds were one of the trial sites for the National Hedgehog Monitoring Programme (NHMP) in 2023. This was one of the first surveys for the NHMP nationwide which is being rolled out this year (2024). These studies show that Hampstead Heath is supporting a robust population of hedgehogs and continues to be a critical site for hedgehog conservation in London.

Bats

5. As part of the Ponds Project (2015-2016), surveys were undertaken prior to the project to establish a baseline of species that could be impacted by the

works. This survey found that Hampstead Heath supports at least 9 species of bat: common pipistrelle, soprano pipistrelle, Nathusius' pipistrelle, noctule, Daubenton's bat, serotine, Leisler's bat, Natterer's bat and a long-eared bat species.

6. In 2017, a member of London Bat Group was engaged to carry out survey work across woodland sites on the Heath. A further species was detected during this survey, whiskered bat, although at low levels. This brings the Heath species total up to 10 species.
7. In 2016-2017, as part of a London Nathusius' pipistrelle bat project, London Bat Group members carried out harp net trapping on selected Hampstead Heath ponds. Hampstead Heath ponds were third for the most captures across 16 London Boroughs with a total of 15 caught, indicating the importance of the site for this species. (Figure 4)
8. In October 2023, as part of the yearly bat box checks, 26 individual bats were recorded; the highest number since the boxes were installed in 2015, the majority of these being soprano pipistrelles.

Other mammals

9. Camera surveys of hedgehogs proved useful in recording other mammals on Hampstead Heath.
10. Foxes, being the most ubiquitous, were recorded in high numbers at 95% of the 150 camera sites.
11. Since 2018, there has been an increase in the number of badger sightings in and around the Heath. A single badger was recorded on camera in the 2018 camera survey and a few sightings on Hampstead Heath were made by staff in 2021 and 2022. In 2023, a member of Heath Hands, using a wildlife camera, discovered the first badger sett on Hampstead Heath for many decades. This individual badger has since left the sett and the Heath is not yet believed to support a sustaining population of badgers. (Figure 5)
12. Muntjac deer are another larger mammal to be found on Hampstead Heath. Their numbers seemed to have increased across the Heath with more records in the 2021 camera survey than the 2018 survey. Early footage from the 2024 camera survey has shown the first image of a pair of adults with a deer fawn, perhaps indicating that they have bred here.
13. Smaller mammals present on the Heath include field vole, wood mouse, mole, brown rat, grey squirrel and common shrew. A single unconfirmed record of a

weasel and a single record of water vole have been noted in the last five years, alongside sporadic sightings of a large mustelid species (likely American mink).

Birds

14. Much of the bird data past and present can be attributed to many individual volunteers and volunteer groups. Current groups involved in the recording of birds on Hampstead Heath are the London Bird Club, Marylebone Bird Society (MBS) and the Hampstead Heath Birders. Each year, over 100 bird species are recorded by the Hampstead Heath Birders.
15. In 2020, the Heath and Hampstead Society co-ordinated the Heath's first Heath-wide breeding bird survey alongside the City Corporation and the Hampstead Heath Birders. Over 3000 breeding bird records were made of 35 bird species. This survey was repeated in 2021 with the addition of two further transect routes and again over 3000 breeding bird records were made, this time of 54 different bird species. From these two surveys it is thought that nearly 50 bird species breed yearly on Hampstead Heath.
16. Working with the City Corporation's Geographical Information System (GIS) team, digital mapping software (Field Maps) was used during the 2021 survey, allowing instant digital records to be made on site by volunteers which greatly sped up data analysis.
17. A third breeding bird survey is scheduled for 2025 and volunteers from the Hampstead Heath bird group are practising with the digital Field Maps application this year.
18. Highlights of recent breeding successes include buzzards breeding for the first time on Hampstead Heath in 2021 for over 100 years (Figure 6). 15 years ago, reedwarblers only used to breed on a single pond, the Bird Sanctuary Pond. Habitat improvements to Heath ponds with planting of the warblers preferred nesting habitat of common reed has seen the number of breeding reed warblers increase and their range expand to at least four Heath ponds (Figure 7). Two artificial kingfisher banks have been created on Hampstead Heath, one in the 1990s and the other as part of a heritage lottery RSPB scheme in 2012. The first bank has been used by a breeding pair of kingfishers for most years since 2000. This year, for the first time, both banks were being used, resulting in breeding kingfisher along both of the pond chains.

Reptiles

19. Hampstead Heath has had a self-sustaining population of grass snakes since at least the mid-1980s. It is thought to be the closest site to central London with a significant breeding population. In 2011, the ecology team from the City Corporation set up a monitoring scheme and trained volunteers in identification and survey techniques. In the first year of monitoring, over 150 snake records were made, and 12 volunteers were trained in identification and monitoring techniques.
20. The Heath Hands organisation and the volunteers themselves now take the lead in training and monitoring in partnership with NLOS's Ecology Team, and the scheme is now in its fourteenth year (2024). Since 2011, volunteers have made over 1500 snake records on some 750 transect visits contributing many thousands of volunteer hours to greatly improve our knowledge of this species.
21. Heath Hands has been also contributing by providing practical habitat works including managing habitats and the creation of specific snake breeding sites through the placement of compost piles at suitable locations. In early 2024 volunteers discovered the remains of hatched grass snake eggs on one of these piles indicating the success of these habitat creation schemes (Figure 8). The core population of these snakes remains in the enclosed Hampstead Heath areas where public disturbance is reduced, indicating the importance of these areas for Heath biodiversity.

Odonata: dragonflies and damselflies

22. Systematic dragonfly monitoring on Hampstead Heath began in 2006 with the engagement of a specialist dragonfly recorder. Surveys were undertaken between 2006 and 2010, and 16 species were recorded across Hampstead Heath ponds with 15 of these species thought to be regular breeders.
23. In 2017, monitoring was re-established but brought in house. The Ecology Team provided training for four Heath Hands volunteers who began systematic recording of the ponds. This recording has remained in place and is now co-ordinated by the Heath Hands organisation with recording taking place every three to four weeks by volunteers.
24. Thanks to this recording effort, the volunteers picked up a new species for the Heath in 2018: willow emerald damselfly. This species has expanded its range and found the Hampstead Heath ponds provide suitable habitat with willow-edged ponds providing its preferred egg-laying habitat. Willow emerald damselfly is now widespread across Hampstead Heath. (Figure 9)

25. Further new species have since been recorded in both 2023 and 2024, with records of hairy dragonfly in 2023 and this year's records of lesser emperor dragonfly and Norfolk hawk dragonfly. It is not yet clear whether these species will become regular breeders on Hampstead Heath.
26. These recent records have increased the number of species recorded on Hampstead Heath from 16 in the period 2006-2010 to 20 within the last five years; 16 of these species are thought to be regular breeding species. The level of recording currently undertaken would not be possible without the dedication of volunteers. (Table 1)

Butterflies

27. Hampstead Heath has been involved in the United Kingdom Butterfly Monitoring Scheme (UKBMS) since 1977 and was one of the first participants (the scheme began in 1976) in the country. Hampstead Heath conservation staff continue to undertake this monitoring on a weekly basis throughout the spring and summer.
28. In 2019, a second transect was begun by Heath Hands volunteers in coordination with the Ecology Team with the aim of covering a wider area of Hampstead Heath than was covered by the existing transect. A third transect covering the English Heritage managed Kenwood estate was reinstated in 2022 by Heath Hands after being lapsed for many years.
29. 30 species of butterfly have been recorded on Hampstead Heath with 22 species thought to breed here regularly. Heath Hands volunteers recorded 24 species in 2023 and made over 1400 butterfly records greatly increasing the knowledge of butterfly species across Hampstead Heath. (Table 2)
30. Purple emperor butterflies have been seen displaying at a high vantage point on Hampstead Heath periodically over the last 10 years and a few adults have been recorded on the ground. The male butterflies use these high vantage points to seek out mates and so Hampstead Heath's topography is likely to be aiding this species. As adult females can travel many miles to lay eggs it is not clear whether the species is egg laying here, but its preferred egg-laying sites of willow plants are common on Hampstead Heath and so management of willow trees will take this into account.
31. Species such as brimstone only became common on the Heath in the last 20 years after the planting of its foodplant, alder buckthorn, by the Heath's conservation team. Common blue has also become more regular over the last 10 years after the increase in bird's foot trefoil through wildflower meadow

creation. One such meadow-creation project was undertaken in 2023 at the Heath Extension with thanks our partners at the Big City Butterflies Project, run by Butterfly Conservation.

32. In 2024, thanks to a dedicated member of public carrying out extensive searches of the Heath's blackthorn thickets, brown hairstreak eggs were recorded for the first time on Hampstead Heath. Eggs were recorded in blackthorn hedges from the Heath Extension to Parliament Hill Fields and, although in low numbers, it is hoped this species becomes established on the Heath. These records are important in tailoring management to ensure that cutting and damage to possible egg-laying sites is carefully undertaken. (Figure 10)

Moths

33. Well over 500 species of moth have been recorded on Hampstead Heath or within close vicinity. Much of the credit for these records was down to a local resident who recorded moths from his nearby flat from 1966-2011.
34. Further intensive monitoring was carried out between 2019-2021 to identify a modern species list for the Heath. A specialist recorder was engaged from the Middlesex and Herts Moth Group, who undertook 15 nights of surveying alongside the ecology team. Despite being hampered by issues related to Covid-19 and bad weather, 377 species were recorded during this period with 340 species recorded during 2019 alone. Recording did not take place in late autumn or winter and so seasonal specialists would also have been missed. Several new records for Hampstead Heath and indeed the surrounding 10km square were made, including the heathland specialist true lover's knot. Only 340 species had been recorded on the Heath and near vicinity between 2001-2011, so to have 340 so far from a single year shows the continued importance of Hampstead Heath for lepidoptera.
35. Two new moth species for the Heath were recorded in 2023: the hornet moth (Figure 11) and six-belted clearwing. With the inclusion of the day-flying species and late-autumn and winter species, it is thought that 400 species of moth are present on Hampstead Heath. The Heath conservation team continues to carry out moth light trapping during the summer months.

Financial implications

36. No implications.

Resource implications

37. No implications.

Legal implications

38. No implications.

Risk implications

39. Risks are monitored and recorded through the various risk registers, including the Division and Departmental Risk Registers.

Equalities implications

40. No implications.

Climate implications

41. Included within the business plan for 2024-25 are 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.

Security implications

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

Conclusion

43. This report provides Members with an update on monitoring undertaken on groups of Hampstead Heath fauna over the last 10 years.

Appendices

- Appendix 1: The Fauna of Hampstead Heath- Figures

Adrian Brooker

Senior Ecologist

Noth London Open Spaces

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Appendix 1: The Fauna of Hampstead Heath – Figures



Figure 1: Hedgehog footprints from the 2015 survey



Figure 2: London Hogwatch map: Hedgehog activity based on sightings from the 2021 Hampstead Heath survey. The red circles represent hedgehog sightings and are scaled by trapping rate (larger circles = higher trap rate). White indicates an absence of hedgehogs and black indicates cameras which either failed or were excluded.

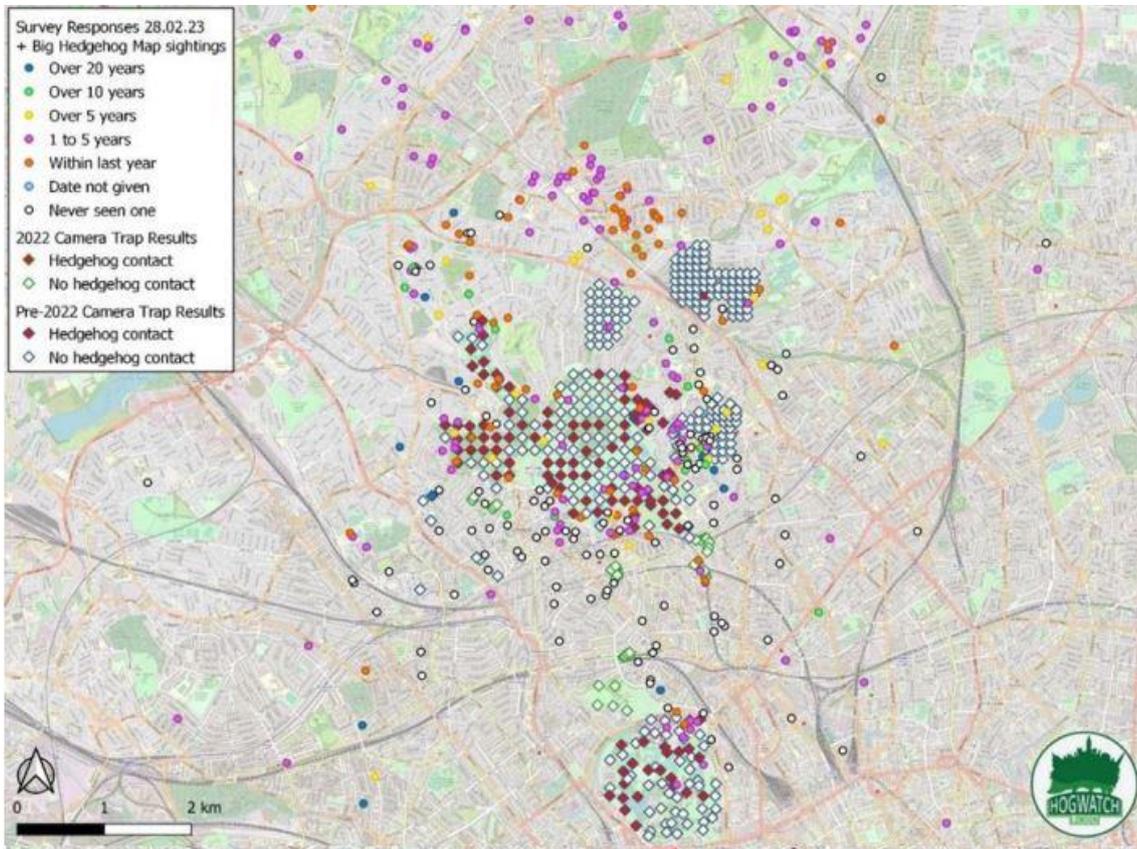


Figure 3: London Hogwatch map of camera trap data and public sightings of hedgehogs in and around Hampstead Heath



Figure 4: Nathusius' bat tagged during 2017 London Bat Group survey



Figure 5: Eurasian badger on Hampstead Heath in 2023



Figure 6: First buzzard juvenile in over 100 years, photographed in 2021



Figure 7: Reed warbler breeding behaviour records 2020 + 2021



Figure 8: Grass snake egg remains, 2024



Figure 9: Willow emerald damselfly in a mating wheel

Regular Heath species		
Species common name	Species Latin name	First record date
Large Red Damselfly	<i>Pyrrhosoma nymphula</i>	
Azure Damselfly	<i>Coenagrion puella</i>	
Common Blue Damselfly	<i>Enallagma cyathigerum</i>	
Blue-tailed Damselfly	<i>Ischnura elegans</i>	
Red-eyed Damselfly	<i>Erythromma najas</i>	
Small Red-eyed Damselfly	<i>Erythromma viridulum</i>	
Migrant Hawker	<i>Aeshna mixta</i>	
Southern Hawker	<i>Aeshna cyanea</i>	
Brown Hawker	<i>Aeshna grandis</i>	
Emperor Dragonfly	<i>Anax imperator</i>	
Four-spotted Chaser	<i>Libellula quadrimaculata</i>	
Broad-bodied Chaser	<i>Libellula depressa</i>	
Black-tailed Skimmer	<i>Orthetrum cancellatum</i>	
Common Darter	<i>Sympetrum striolatum</i>	
Ruddy Darter	<i>Sympetrum sanguineum</i>	
Willow Emerald Damselfly	<i>Chalcolestes viridis</i>	1st Recorded 2018, now widespread
Occasional records		
Banded Demoiselle	<i>Calopteryx splendens</i>	
Have been recorded		
Emerald Damselfly	<i>Lestes sponsa</i>	2006
White-legged Damselfly	<i>Platycnemis pennipes</i>	2017
Hairy Dragonfly	<i>Brachytron pratense</i>	Records in 2023
Lesser emperor	<i>Anax parthenope</i>	First records in 2024
Norfolk Hawker	<i>Aeshna isoceles</i>	First records in 2024

Table 1: Hampstead Heath odonata species

Regular Heath species		
Species common name	Species latin name	First recorded
Small Skipper	<i>Thymelicus sylvestris</i>	
Essex Skipper	<i>Thymelicus lineola</i>	
Large Skipper	<i>Ochlodes sylvanus</i>	
Brimstone	<i>Gonepteryx rhamni</i>	
Green-veined White	<i>Pieris napi</i>	
Large White	<i>Pieris brassicae</i>	
Orange Tip	<i>Anthocharis cardamines</i>	
Small White	<i>Pieris rapae</i>	
Comma	<i>Polygonia c-album</i>	

Gatekeeper	<i>Pyronia tithonus</i>	
Meadow Brown	<i>Maniola jurtina</i>	
Painted Lady	<i>Vanessa cardui</i>	
Peacock	<i>Aglais io</i>	
Red Admiral	<i>Vanessa atalanta</i>	
Small Tortoiseshell	<i>Aglais urticae</i>	
Speckled Wood	<i>Pararge aegeria</i>	
Common Blue	<i>Polyommatus icarus</i>	
Holly Blue	<i>Celastrina argiolus</i>	
Small Copper	<i>Lycaena phlaeas</i>	
Purple Hairstreak	<i>Favonius quercus</i>	
White-letter Hairstreak	<i>Satyrium w-album</i>	
Ringlet	<i>Aphantopus hyperantus</i>	
Recent records (which may lead to them ending up in the list above soon)		
Purple Emperor	<i>Apatura iris</i>	
Brown hairstreak	<i>Thecla betulae</i>	2023
Marbled White	<i>Melanargia galathea</i>	
Occasional records		
Clouded Yellow	<i>Colias croceus</i>	
Silver-washed fritillary	<i>Argynnis paphia</i>	
Have been recorded		
Wall	<i>Lasiommata megera</i>	
White Admiral	<i>Limenitis camilla</i>	2021
Small Heath	<i>Coenonympha pamphilus</i>	

Table 2: Hampstead Heath butterfly species list



Figure 10: Brown hairstreak butterfly egg (Rohan Harris)



Figure 11: Hornet moth on a poplar tree, June 2023

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	22 October 2024
Subject: Draft Hampstead Heath 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?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Executive Director of Environment	For Information
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 Hampstead Heath (charity registration number 803392 and 803392-1) 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 Hampstead Heath 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 Commission.

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 10 July 2024.

Appendices

- Appendix 1 – Draft Hampstead Heath Annual Report and Financial Statements for the year ended 31 March 2024

Niranjan Shanmuganathan
Chamberlain's Financial Services Division

E: niranjan.shanmuganathan@cityoflondon.gov.uk

Hampstead Heath

Incorporating:

Hampstead Heath Trust Fund

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

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ORIGINS OF THE CHARITIES

Hampstead Heath is the collective name for an area of land in North London, including Parliament Hill and Golders Hill, a total of 791 acres (320 hectares). The origins of Hampstead Heath lie in the transfer of Hampstead Heath into public ownership on the terms of the Hampstead Heath Act 1871. Subsequent land has been added over the years. The Heath is held by City Corporation, as trustee, as an open space for the recreation and enjoyment of the public. The Heath falls within two London Boroughs: Camden and Barnet.

The Heath was transferred to the London Residuary Body on 1 April 1986, on the abolition of the Greater London Council, and was transferred to the City of London Corporation on 31 March 1989 under provisions of the London Government Reorganisation (Hampstead Heath) Order 1989. This Order covered the transfer of the Heath and the related rights and liabilities, the functions of the Corporation, the financial arrangements, the establishment of the Hampstead Heath Trust Fund for future revenue funding and the Hampstead Heath Works Fund for defraying capital works..

By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time, the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund.

The City of London Corporation is committed to conserving the Heath and its wildlife and vegetation and providing recreational facilities for the public appropriate to such an important London open space.

The first detailed management plan for Hampstead Heath was produced in 1995. The plan sets out a framework and policies for the management of the Heath, by identifying management objectives, describing how these are to be achieved and defining procedures for monitoring progress against these objectives. A wide range of public consultation has taken place in order to develop a Vision which provides strategic direction for the site for 2018/28.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing documents for Hampstead Heath are the Hampstead Heath Act 1871 and the London Government Reorganisation (Hampstead Heath) Order 1989. The governing documents for the Hampstead Heath Trust Fund are the London Government Reorganisation (Hampstead Heath) Order 1989 and a Declaration of Trust dated 31 March 1989. The charities are constituted as charitable trusts.

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 Hampstead Heath and the Hampstead Heath Trust Fund. 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.

Elected members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee, under the terms of the London Government Reorganisation (Hampstead Heath) Order 1989 relating to the Hampstead Heath Management Committee, together with six non City of London Corporation members, one after consultation with the London Borough of Barnet, one after consultation with the London Borough of Camden, one after consultation with the owners of the Kenwood lands and three after consultation with bodies representing local, archaeological, environmental or sporting interests governing Hampstead Heath by the Court of Common Council of the City of London Corporation together with six non City of London Corporation members.

The Finance Committee of the City of London Corporation administers the Hampstead Heath Trust Fund on behalf of the Trustee.

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

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.

- **Financial Investment Board** - oversees all aspects of the non-property investment arrangements of the City of London's major funds and monitors the Chamberlain's Treasury Management operations.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee** – responsible for the activities undertaken at Hampstead Heath, 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 within the Environment Department.

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

[The Hampstead Heath Management Committee was setup for the purposes of advising on and implementing the City of London Corporation's policies and programmes of work and considering any representations from the Hampstead Heath Consultative Committee. The Consultative Committee was established under the 1989 Order to make such representations and consists of representatives of local organisations, sporting interests, nature conservation, the disabled and those concerned with the Heath.](#)

The charities are consolidated within City's Estate as the City of London Corporation exercises operational control over their 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. An initial review of governance was undertaken to ensure that the charity is effective in fulfilling its objectives, and further more detailed work is underway as part of a corporate review of the open space charities of which the City Corporation is the trustee. Reference is being made to the good practices recommended within the Charity Governance Code, with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with their 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 42.

Each Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City 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 ACTIVITIES

Hampstead Heath (charity 1)

The objective of the charity is the preservation of Hampstead Heath in perpetuity, as an open space for the recreation and enjoyment of the public.

In support of these objectives the Hampstead Heath Management Strategy sets out the themes which are underpinned by the Heath Vision; developed in collaboration with stakeholders. The themes are:

- We protect and conserve the Heath.
- The Heath enriches our lives.
- The Heath is inclusive and welcoming.
- Together we care for the Heath.

By means of these outcomes the management of the Heath can be focussed to ensure that the elements vital to the maintenance, care and management of the open space are delivering the objectives of the charity.

Hampstead Heath Trust Fund (charity 2)

By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund, the purpose of which is the preservation and enhancement of Hampstead Heath as an open space for recreation and enjoyment of the general public.

Contributions towards the running cost of the Heath are assessed on a triennial basis and increased annually in accordance with the average earnings index. The aim for the Trust Fund is to meet a proportion of the maintenance cost of the Heath. In doing so, it is anticipated that the resulting upkeep and improvements will enhance the use made of the Heath by all of those who visit it.

Investment Policy

The investments are held within both the Hampstead Heath Trust segregated portfolio and the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number: 1021138). The investment policy is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool (which include an analysis of investment performance against objectives set) are available from the Chamberlain of London & Chief Financial Officer, at the email address stated on page 42.

Volunteers

Hampstead Heath is particularly successful in providing volunteer opportunities. Working in partnership with a dedicated charity, Heath Hands, Hampstead Heath had a contribution in excess of 13,896 hours of volunteer input for 2023/24.

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 7 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's Equality Objectives were recently reviewed in accordance with the Equality Act 2010 which requires public bodies to publish equality objectives every four years. The City's Equality Objectives were approved by Policy and Resources Committee in March 2024 covering the five year period from 2024 to 2029 to coincide with the City's Corporate Plan for 2024-29.

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". Donations are presented in the financial statements as "voluntary income" including grants.

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

scheme and does not consider it necessary to comply with any voluntary code of practice.

There is a donations page on the Hampstead Heath webpage, inviting and enabling the public to make on-line donations to Hampstead Heath Bird and Mammal Shelters campaign, Hampstead Heath Model Boating Pond Island – Wildlife Sanctuary campaign, or general Hampstead Heath Charity.

The charity has received no complaints in relation to fundraising activities in 2023/24 (2022/23: £nil). Individuals are not approached for funds; hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Hampstead Heath and the Hampstead Heath Trust Fund's aims and objectives and in planning future activities. The purpose of charity 1 is the preservation in perpetuity of Hampstead Heath as an open space for the recreation and enjoyment of the public; the purpose of charity 2 is the preservation and enhancement of Hampstead Heath as an open space for the recreation and enjoyment of the public.

Consequently, the Trustee considers that Hampstead Heath and Hampstead Heath Trust Fund operate to benefit the general public and satisfy the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 42.

ACHIEVEMENTS AND PERFORMANCE

Hampstead Heath's 2023/24 aims together with their outcomes were:

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

Hampstead Heath has retained both the Green Flag Award and Green Heritage Site Accreditation in 2023/24.

Hampstead Heath Bathing Ponds Access Project (capital project)

The project is proceeding at all three bathing ponds and will continue into the 2024/25 financial year, with an expected completion date of June 2024.

Parliament Hill athletics track (capital project)

The resurfacing works to the athletics track were successfully completed this year, drawing to a close the £2m project. The track was opened on 17 April 2024.

Parliament Hill Master Plan

Public consultation undertaken on a number of potential improvement projects, and the Charity will explore their feasibility in the coming years.

Golders Hill Park Zoo – stock to reflect Britain and its native species.

Successful introduction of more deer stock, as well as endangered wildcats. The project will continue into 2024/25 with improvements to habitation and new additions to stock.

Review the Café retendering programme with a review of income generation and market values.

This has been delayed and will be progressed during 2024/25.

Golders Hill Park Pergola

Temporary works to stabilise the Pergola have been completed by City Surveyors, allowing it to remain open to the public until August 2024.

Hampstead Heath Trust Fund's 2023/24 aims together with their outcomes:

The aim for the Hampstead Heath Trust Fund is to meet a proportion of the maintenance cost of the Heath. In doing so, it is anticipated that the resulting upkeep and improvements will enhance the use made of the Heath by all of those who visit it. In 2023/24, the Trust has contributed £1,175,309 towards the preservation and enhancement of Hampstead Heath as an open space for recreation and enjoyment of the public (2022/23: £1,375,547).

PLANS FOR FUTURE PERIODS

Hampstead Heath

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

- Work to Golders Hill Park Pergola – work with City Surveyors to identify restoration needs to retain public access.
- Cafe retendering – complete during 2024/25.
- Management plan – perform mid-term review of Hampstead Heath management strategy.
- Ponds access to be completed - snagging list completed and signed off.

- Budgets - perform as per stated budget and continue to maximise income where possible and appropriate.
- Introduction of ANPR across car parks including implementation.
- Complete recruitment of staff following implementation of staffing restructure.

Hampstead Heath Trust Fund

The charity continues to be affected by the global economic environment and the impact of inflation in the UK during 2023/24. There has been a significant recovery in the market value of the investments held by the charity although and, the current economic environment continues to affect the income generating abilities of the charity's investments and may impact upon the future level of distributable income available to meet the grant-making objectives of the charity.

During 2023/24, the charity made several strategic adjustments to manage risk and optimize long-term growth. A resilient global economy, as well as inflation that has continued to moderate, has created a supportive environment for equities, and the charity's portfolio is set to deliver a high calibre of cash flow during 2024/25.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2023/24, the charities total income for the year was £13,248,438 an overall increase of £3,801,441 against the previous year (£9,446,997). The principal source of income was from City of London Corporation's City's Estate fund (see below).

Income from Charitable Activities comprised £3,039,529 from fees charged (2022/23: £2,682,386), £232,553 from rents (2022/23: £228,628) and £688 from sales of goods, products and materials (2022/23: £52,255). Grant Income was not received in 2023/24 (2022/23: £46,845). A busy 2023 summer, in part due to good weather, caused a general increase in the use of facilities. The reduction in income from sales compared with the previous year can be explained by a one-off sale taking place during 2022/23.

£9,956.25 in donations were received to support improvements to the playground (2022/23: £32,160). These donations were fully utilised during the year to support the playground improvements project. Donations can also be made on the Hampstead Heath webpage, to either Hampstead Heath Bird and Mammal Shelters campaign or Hampstead Heath Model Boating Pond Island – Wildlife Sanctuary campaign. In total, £4,337 was received during the year (2022/23: £6,993). An amount was held of £18,617 (2022/23: £18,096) as at 31 March 2024 in a restricted fund for 'Campaign Donations'.

Investment income of £1,360,949 (2022/23: £1,543,905) was received during the year from the Hampstead Heath Trust Fund.

An amount of £8,591,335 (2022/23: £4,841,585) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity. The increase compared with 2022/23 is explained by additional funding received from the City to meet the cost of capital expenditure incurred during the year as well as to fund increased staffing, energy and repairs and maintenance costs compared with the previous year following increases in inflation.

Expenditure

Total expenditure for the year was £10,259,936 (2022/23: £9,531,552) with charitable activities expenditure in the year totalling £10,074,296 (2022/23: £9,363,193). The increase in expenditure can be explained by higher costs related to staffing and energy attributable to inflationary price rises as noted above as well as an increase in support costs incurred by the charity. Expenditure on raising funds for the year was £185,640 (2022/23: £168,359).

Funds held

The combined charities total funds held increased by £5,039,534 to £60,281,421 as at 31 March 2024 (2022/23: £55,241,887). The net gain on investments represents the difference in the market value of investments between 1 April 2023 and 31 March 2024 after taking account of any purchases and sales which were made during 2023/24.

Within the total funds held, £36,852,893 (2022/23: £34,973,312) represent permanent and expendable endowment funds.

The permanent endowment is held in perpetuity as a capital fund to generate income for the activities of the charity, with income arising from this capital being available to contribute to the running costs of the Heath in accordance with the terms of the endowment.

The expendable endowment funds are used for the primary objectives of the charity.

Should net income from the endowment funds be greater than the required contribution towards the running costs of the Heath, then the surplus is retained within unrestricted funds held for use in future years in accordance with the objectives of the charity. A surplus of £185,640 was generated in the year (2022/23: £168,358).

Unrestricted funds (General funds) – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include income generated by assets representing unrestricted funds. For the Hampstead Heath Charity this represents surplus of income of £7,311 (2022/23: £3,818). For the Hampstead Heath Trust this represents surplus of income of £902,261 (2022/23: £730,810) over and above expenditure of the Trust distributed annually towards the running costs of the Heath.

The charity’s designated funds consist of unrestricted funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to “undesignate” these funds at any time. Designations as at 31 March 2024 totalled £22,485,136 (2022/23: £19,466,773). These represent designated funds within the unrestricted fund which represents the Capital fund and the net book value of fixed assets held.

Restricted funds of £33,819 (2022/23: £67,174) were held at year-end for the Parliament Hill Outdoor Gym project and from campaign donations as well as unspent grant monies received to fund the installation of non-turf pitches at Hampstead Heath.

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

Investments performance

The investments are held within both a segregated portfolio primarily invested in UK shares and the City of London Corporation Charities Pool. The performance of these investments are analysed as follows:

1) Segregated portfolio

The funds of the charity are managed by Artemis Investment Management LLP.

Market values and performance against benchmarks for the year was as follows:

	Market Value		Returns		Benchmark	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
	£	£	%	%	%	%
Hampstead Heath Trust	36,694,482	34,102,514	+14.10%	+11.10%	+8.43%	+13.03%
City of London Charities Pool (part of)	827,434	782,826	+14.18%	+11.06%	+8.43%	+13.03%
	37,521,916	34,885,339				

2) Hampstead Heath Trust Fund

As at 31 March 2024, the investments held in the Hampstead Heath Trust Fund achieved a return of +14.10% (2022/23: +11.10%) compared to the FTSE All Share Index return of +8.43% (2022/23: +13.03%) Over three years this fund achieved a return of +9.01% (2022/23: +7.41%) compared to the FTSE All Share Index return of +8.05% (2022/23: +5.31%). Over five years, the fund achieved a return of +7.64% (2022/23: +6.25%) compared to the FTSE All Share Index return of +5.44% (2022/23: +4.69%).

Fund	2023/24		2022/23	
	3 years	5 years	3 years	5 years
Fund	+9.01%	+7.64%	+7.41%	+6.25%
FTSE All Share	+8.05%	+5.44%	+5.31%	+4.69%
Fund outperformance	+0.96%	+2.20%	+2.10%	+1.56%

3) City of London Corporation Charities Pool

As at 31 March 2024, the investments held in the Charities Pool achieved a return of +14.18% (2022/23: +11.06%) compared to the FTSE All Share Index return of +11.06% (2022/23: +13.03%). Over three years this fund achieved a return of +9.03% (2022/23: +7.35%) compared to the FTSE All Share Index return of +8.05% (2022/23: +5.31%). Over five years, the fund achieved a return of +7.62% (2022/23: +6.16%) compared to the FTSE All Share Index of +5.44% (2022/23: +4.69%).

Fund	2023/24		2022/23	
	3 years	5 years	3 years	5 years
Fund	+9.03%	+7.62%	+7.35%	+6.16%
FTSE All Share	+8.05%	+5.44%	+5.31%	+4.69%
Fund outperformance	+0.98%	+2.18%	+2.04%	+1.47%

Reserves

The Hampstead Heath Trust contribution towards the running costs of Hampstead Heath is determined in accordance with a formula set out in the governing document. Reserves therefore represent the accumulated net income that cannot be distributed under the existing governance arrangements. Due to the governance arrangements in place, a reserves policy is considered by the trustee to be inappropriate.

Donations for Hampstead Heath Charity are now being sought and that these may be carried forward but there is currently no intention to hold them. The charity is further supported by the City of London Corporation out of its City's Estate Funds.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 22.

Spending Policy

The reserves policy of the charity is that the original endowment of £15 million (now worth £36.9 million) should produce income to cover a proportion of the running costs of Hampstead Heath. The contribution for 2023/24 of £1,175,309 (2022/23: £1,375,547) consists of £1,148,059 from the permanent endowment (2022/23: £1,348,896), and

income arising from the former T.J. Barratt Trust, which was transferred to the Hampstead Heath Trust Fund in November 2011, of £27,250 (2022/23: £26,651).

Should the actual income earned in any specific year, added to the surpluses from previous years, be less than the contribution based on the funds from the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Trust Fund. This is within the terms of the Transfer Order for the original endowment. The contribution of £1,175,309 for 2023/24 from the permanent endowment was met entirely from net income and no further allocation from the permanent endowment reserves was required.

Principal Risks and Uncertainties

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

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

Risks which are specific to Hampstead Heath:

Risk	Actions to manage risks
Outbreak of fire in woodland/heathland	Staff are made aware of extreme weather events and 'Trigger Events.' The Emergency Action Plan and Fire safety audits are reviewed and updated annually. Signage and social media messaging is used to remind visitors not to light fires or barbecues
Maintenance of buildings and equipment	Inspections of operational property are managed, and records kept, by the City Surveyor's Department (CSD). Building defects are reported to CSD's Facilities Management Team to address. Longer term repairs and maintenance are managed through the Cyclical Works Programme (CWP), and where significant costs are likely to be incurred over and above the CWP, additional funding is sought through capital bids.
Climate and Weather	Met Office weather alerts are monitored and cascaded. Site plans are reviewed annually or following an incident, if appropriate. In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events.
Recruitment and retention of staff	A new organisational structure is being implemented. This will include recruitment to several vacancies and the development of a talent management programme.
Delivery of capital projects	Liaise with internal departments to secure funding for capital projects.
Budget Reduction and income loss	Monitor budgets monthly and consider income generation opportunities.
Long term damage to site	Nature recovery/ground restoration works continue as part of the Annual Works Programme. Social media messaging is used to encourage visitors to use the site responsibly.
Ensuring the Health and Safety of staff, contractors, visitors, and volunteers	Proactive Health and Safety management, including audits, inspections, communications, and staffing. Staff patrol non-lifeguarded ponds, particularly during extreme weather conditions. These ponds are clearly signed to emphasise that people should not swim in them. Stewards are available during operating hours at the ponds and Lido to promote safety.

Hampstead Heath Water bodies including Bathing Ponds	Lifeguards receive full training. Rangers regularly check signage, gates and safety equipment at water bodies.
Maintenance of water bodies	A Ponds and Wetlands Plan includes a series of recommendations which are implemented as appropriate.
Tree failure	Tree management systems are place, including regular inspections to identify any trees with structural or health issues. Parts of the Heath or Golders Hill Park are closed in extreme weather conditions.
Plant and Tree Disease	Tree provenance is considered, and planting stock is sourced in accordance with best practice guidance. Targeted caterpillar spraying and nest removal is carried out to reduce Oak Processionary Moth. Staff are vigilant and inspect for other pests and tree diseases.

Risks which are specific to Hampstead Heath Trust Fund:

Risk	Actions to manage risks
Decline in income	<ul style="list-style-type: none"> • Implementing strict controls. • The charity's funds are invested by a professional fund manager. • The Financial Investment Board regularly monitors the performance of this fund manager.
Where the Trustee has a conflict of interest	<ul style="list-style-type: none"> • Those concerned having a specific understanding of trust law. • Adopting the protocol for disclosing any potential conflict
Losing directly employed staff and/or the support staff	<ul style="list-style-type: none"> • Documenting systems, plans and projects. • Having any necessary training programmes.

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 they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group 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.
- 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 them to ensure that the financial statements comply with the Charities Act 2011. They are 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.

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

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

31 January 2025

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH INCORPORATING HAMPSTEAD HEATH TRUST FUND

Opinion

We have audited the financial statements of Hampstead Heath incorporating Hampstead Heath Trust Fund for the year ended 31 March 2024 which comprise the Statement of Financial Activities, 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 charities in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of Trustee

As explained more fully in the Trustee's responsibilities statement set out on page 14 and 15, the Trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee is responsible for assessing the charities ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustee either intends to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charities ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charities 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 charities 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 charities Trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the

charity and the charity's Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

31 January 2025

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

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2023/24 Total Funds £	2022/23 Total Funds £
Income and endowments from:						
Voluntary activities	2	9,001	14,383	-	23,384	51,393
Charitable activities	3	3,272,770	-	-	3,272,770	3,010,114
Grant from City of London Corporation	4	8,591,335	-	-	8,591,335	4,841,585
Investments	5	1,360,949	-	-	1,360,949	1,543,905
Total income and endowments		13,234,055	14,383	-	13,248,438	9,446,997
Expenditure on:						
Raising funds	6	14,189	-	171,451	185,640	168,359
Charitable activities:			-			
Preservation of Hampstead Heath	6	10,026,559	47,737	-	10,074,296	9,363,193
Total expenditure		10,040,748	47,737	171,451	10,259,936	9,531,552
Net gains on investments	11	-	-	2,051,032	2,051,032	585,545
Net income		3,193,307	(33,354)	1,879,581	5,039,534	500,990
Net movement in funds		3,193,307	(33,354)	1,879,581	5,039,534	500,990
Reconciliation of funds:						
Total funds brought forward	15	20,201,401	67,174	34,973,312	55,241,887	54,740,897
Total funds carried forward	15	23,394,708	33,820	36,852,893	60,281,421	55,241,887

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 22 to 42 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 Total £	2023 Total £
Fixed assets:			
Tangible assets	10	22,481,805	19,463,442
Fixed asset investments	11	36,873,090	34,188,534
Total fixed assets		59,354,895	53,651,976
Current assets			
Debtors	12	445,678	1,926,283
Investments	11	471,518	1,105,042
Cash at bank and in hand		1,211,992	883,927
Total current assets		2,129,188	3,915,252
Creditors: Amounts falling due within one year	13	(1,202,662)	(2,325,341)
Net current assets		926,526	1,589,911
Total assets less current liabilities		60,281,421	55,241,887
The funds of the charity:			
Endowment funds	15	36,852,893	34,973,312
Restricted income funds	15	33,820	67,174
Unrestricted income funds	15	23,394,708	20,201,401
Total funds		60,281,421	55,241,887

The notes on pages 22 to 42 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

31 January 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 charities.

(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. Any deficit is funded 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 accounts being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the potential ongoing impact of the Covid-19 pandemic and current high inflationary pressures on the financial position, including future income levels and planned expenditure and the liquidity of the charity over the next 12-month period. For this reason, 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 and the recovery of debts.

As one of the key judgements, the Trustee will include fixed investments and their market valuations as key accounting estimates in their consideration of the operating of the charities. The Trustee will be aware that the market valuations included in the financial statements are taken at one single point in time and that the movements on general UK and global stock markets, and the likely impact of them upon the running costs of the Hampstead Heath, will affect their decision making.

(d) Statement of Cash Flows

As per section 14.1 of the Charities SORP (the exemption in FRS102 (paragraph 1.12b)) the Charity is not required 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 2024 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charities are 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. The basis of the cost allocation is set out in note 8.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid. Costs incurred for the administration of the charity are recharged by the Corporation and these costs are included within support costs.

(g) Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are valued at the year-end rate exchange. All gains or losses on translation are taken to Statement of Financial Activities in the year in which they occur.

(h) 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%.

(i) 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.

(j) Fixed Assets

Heritage Land and Associated Buildings

Hampstead Heath comprises 275 hectares (680 acres) of land located in the London Boroughs of Camden and Barnet, together with associated buildings. The object of the charity is the preservation of Hampstead Heath in perpetuity as an open space for the recreation and enjoyment of the public. Hampstead Heath is considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

Land and the original associated buildings acquired prior to 1 April 2009 are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these financial statements as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

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

Tangible fixed assets

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

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Equipment	5 to 25
Infrastructure	up to 20*
Vehicles	up to 10

With the exception of certain ponds infrastructure whose useful life has been determined at 120 years. The Hampstead Heath Ponds Project major Civil Engineering earthworks/structures (such as the foundations, sheet piling and earth bunds) fall into design working Life category 5 which is set out in the BS EN 1990:2002+A1:2005, Eurocode — Basis of structural design, with Indicative design working Life being 120 years.

(k) Investments

The major part of the investments are in a segregated mandate externally managed by Artemis Investment Management LLP. Hampstead Heath Trust Fund also holds investments in the City of London Charities Pool (charity number 1021138) which is an investment mechanism operating in a similar way to a unit trust. This enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued at bid-price. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities.

(l) Stocks

Stocks are valued at the lower of cost or net realisable value. All stocks are finished goods and are held for resale as part of the charity operation.

(m) 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.

(n) Funds structure

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

Permanent endowment fund – this fund consists of funds which are held in perpetuity for the benefit of the charity as a result of conditions imposed by the original donors and trusts. Income generated from the investments which represent these funds can be spent on the charitable purpose of the charity, hence is allocated to the unrestricted income fund. Gains/losses on the underlying assets remain as part of the endowment.

Expendable endowment fund – the purpose of this fund is to provide income for the benefit of the charity as a result of conditions imposed by the original donors and trusts.

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

Unrestricted funds – these funds can be used in accordance with the charitable objects at the discretion of the Trustee and include income generated by assets representing unrestricted funds. Specifically for the Hampstead Heath Trust, this represents the net undistributed income and for Hampstead Heath the surplus unrestricted donations.

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

(o) Insurance

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

2. INCOME FROM VOLUNTARY ACTIVITIES

Charity 1 – Hampstead Heath

	Unrestricted funds £	Restricted funds £	Total funds 2023/24 £	Total funds 2022/23 £
Donations and legacies	9,001	14,383	23,384	51,393

3. INCOME FROM CHARITABLE ACTIVITIES

Charity 1 - Hampstead Heath	Unrestricted funds 2023/24 £	Total 2023/24 £	Total funds 2022/23 £
Charges for use of facilities	3,039,529	3,039,529	2,682,386
Sales	688	688	52,255
Rental income	232,553	232,553	228,628
Grant income	-	-	46,845
Total	3,272,770	3,272,770	3,010,114

4. INCOME FROM THE CITY OF LONDON CORPORATION

Charity 1 - Hampstead Heath	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Revenue and capital grants from City of London Corporation	8,591,335	4,841,585

5. INCOME FROM INVESTMENTS

Charity 2 - Hampstead Heath Trust Fund	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Investment income	1,360,911	1,543,942
Interest	37	(37)
Total	1,360,949	1,543,905

Income for the year included:

Donations – being amount received from the public at the ponds and paddling pool as well as donations received for the playground improvements campaign. From March 2021 a donations page has been created on the Hampstead Heath webpage, inviting and enabling the public to make on-line donations to either Hampstead Heath Bird and Mammal Shelters campaign or Hampstead Heath Model Boating Pond Island – Wildlife Sanctuary campaign. This is in addition to unrestricted donations received by the charity.

Charitable activities – being amounts generated from the sales of leaflets, books, maps cards and other publications relating to Hampstead Heath; charges made to the public for the use of facilities, admissions and services and from rental income.

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.

Investment income – being the amount received from the Charities Pool and interest receivable on cash balances held on behalf of the Trust.

6. Expenditure

Expenditure on raising funds

Charity 2 – Hampstead Heath Trust Fund

	Endowment funds Direct costs £	Unrestricted funds Support costs £	Total funds 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Investment management fees	171,451	6,554	178,005	163,923	6,002	169,925
Interest payable	-	7,635	7,635	-	(1,566)	(1,566)
Total	171,451	14,189	185,640	163,923	4,436	168,359

In line with the Statement of Recommended Practice (SORP) for charities, investment management fees incurred by the Hampstead Heath Trust Fund are charged to the charity's endowment fund with any of the support costs met by the charity's unrestricted fund.

Expenditure on charitable activities

Charity 1 – Hampstead Heath

	Unrestricted funds Direct costs £	Restricted funds £	Unrestricted funds Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Hampstead Heath	7,256,724	47,737	1,594,526	8,898,987	6,170,541	1,817,105	7,987,646
Total	7,256,724	47,737	1,594,526	8,898,987	6,170,541	1,817,105	7,987,646

Charity 2 – Hampstead Heath Trust Fund

	Unrestricted funds Direct costs £	Restricted funds £	Unrestricted funds Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Hampstead Heath	1,175,309	-	-	1,175,309	1,375,547	-	1,375,547
Total	1,175,309	-	-	1,175,309	1,375,547	-	1,375,547

Charities 1 & 2 – total

	Unrestricted funds Direct costs £	Restricted funds £	Unrestricted funds Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Hampstead Heath	8,432,033	47,737	1,594,526	10,074,296	7,546,088	1,817,105	9,363,193
Total	8,432,033	47,737	1,594,526	10,074,296	7,546,088	1,817,105	9,363,193

Charitable activities

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

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 all of the different charities of which it is Trustee. In 2023/24 an audit fee of £6,930 was recharged

(2022/23: £8,500). 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:

Charity 1 – Hampstead Heath

	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:				
Chamberlain	144,096	-	144,096	192,066
Comptroller & City Solicitor	114,050	-	114,050	41,914
Town Clerk	-	32,632	32,632	132,607
City Surveyor	329,564	-	329,564	293,103
Natural Environment directorate	582,626	-	582,626	301,461
Other governance & support costs	91,962	6,930	98,892	98,937
Digital Services	292,665	-	292,665	250,443
Sub-total	1,554,963	39,562	1,594,526	1,310,531
Reallocation of governance costs	39,562	(39,562)	-	-
Total	1,594,526	-	1,594,526	1,310,531

Charity 2 – Hampstead Heath Trust Fund

	Raising funds £	Governance £	2023/24 £	2022/23 £
Chamberlain	14,189	-	14,189	4,436
Total	14,189	-	14,189	4,436

Charities 1 & 2 – total

	Raising funds £	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:					
Chamberlain	14,189	144,096	-	158,285	199,030
Comptroller & City Solicitor	-	114,050	-	114,050	41,914
Town Clerk	-	-	32,632	32,632	132,607
City Surveyor	-	329,564	-	329,564	293,103
Natural Environment directorate	-	582,626	-	582,626	301,461
Other governance & support costs	-	91,962	6,930	98,892	98,937
Digital Services	-	292,665	-	292,665	250,443
Sub-total	14,189	1,554,963	39,562	1,608,715	1,317,495
Reallocation of governance costs	-	39,562	(39,562)	-	-
Total	14,189	1,594,526	-	1,608,715	1,317,495

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

Charity 1 – Hampstead Heath

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 88 (2022/23: 83).

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

	2023/24 £	2022/23 £
Salaries and wages	4,285,788	3,965,909
National Insurance costs	415,087	405,105
Employer's pension contributions	703,165	639,484
Total emoluments of employees	5,404,040	5,010,498

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance contribution) for the year were over £60,000 was 0.0 (2022/23: 1.0).

	2023/24	2022/23
£60,000 - £69,999	1.0	1.0
Total	1.0	1.0

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 £40,309 (2022/23: £121,711). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2023/24 (2022/23: £nil).

9. HERITAGE ASSETS

Charity 1 – Hampstead Heath

Since 1871 the primary purpose of the charity has been the preservation of Hampstead Heath for the recreation and enjoyment of the public. As set out in Note 1(j), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of Hampstead Heath are contained in the Hampstead Heath Management Plan. Records of heritage assets owned and maintained by Hampstead Heath can be obtained from the Executive Director Environment at the principal address as stated on page 42.

10. TANGIBLE FIXED ASSETS

Charity 1 – Hampstead Heath

	Buildings	Infrastructure	Vehicles	Equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2023	1,257,724	20,114,667	-	272,479	21,644,870
Additions	-	3,139,017	94,197	-	3,233,214
At 31 March 2024	1,257,724	23,253,684	94,197	272,479	24,878,084
Depreciation					
At 1 April 2023	243,588	1,720,957	-	216,883	2,181,428
Charge for the year	31,641	178,849	-	4,361	214,851
At 31 March 2024	275,229	1,899,806	-	221,244	2,396,279
Net book value					
At 31 March 2024	982,495	21,353,878	94,197	51,235	22,481,805
At 31 March 2023	1,014,136	18,393,710	-	55,596	19,463,442

11. FIXED ASSET INVESTMENTS

Charity 2 – Hampstead Heath Trust Fund

The investments are held within both the Hampstead Heath Trust segregated portfolio and the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number: 1021138). The Charities Pool is a UK registered unit trust.

The value of investments held by the charity are as follows:

	Total 2024 £	Total 2023 £
Long Term Fixed Investments		
Market value 1 April	34,188,534	34,547,175
Additions	7,797,461	11,470,394
Disposals	(7,163,937)	(12,414,578)
(Loss)/gain for the year	2,051,032	585,545
Market value 31 March	36,873,090	34,188,536
Short Term Investments		
Cash held by fund managers	471,518	1,105,042
Other Cash Balances	177,308	177,308
Short Term Investments	648,826	1,282,350
Total investments 31 March	37,521,916	35,470,886
Cost 31 March	32,144,545	32,831,082

Total investments as at 31 March are analysed between long term and short-term investments as follows:

	2024	2023
	£	£
Long term	36,873,090	34,188,533
Short term	648,826	1,282,350
Total	37,521,916	35,470,883

The geographical spread of listed investments as at 31 March was as follows:

	Held in the UK £	Held outside the UK £	Total at 31 March 2024 £	Held in the UK £	Held outside the UK £	Total at 31 March 2023 £
Unit trusts	1,389,982	-	1,389,982	1,149,524	-	1,149,524
Equities	31,836,971	3,646,137	35,483,108	28,495,840	4,543,171	33,039,010
Cash	648,826	-	648,826	1,282,350	-	1,282,350
Total	33,875,779	3,646,137	37,521,916	30,927,714	4,543,171	35,470,885

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 – Hampstead Heath

	2024	2023
	£	£
Rental debtors	26,326	18,825
Prepayments and accrued income	46,577	49,081
Recoverable VAT	26,920	3,700
Other debtors	25,689	36,155
Total	125,512	107,761

Charity 2 – Hampstead Heath Trust Fund

	2024	2023
	£	£
Sundry debtors	-	7,579
Other debtors	320,167	1,810,943
Total	320,167	1,818,522

Charities 1 & 2 – total

	2024	2023
	£	£
Rental debtors	26,326	18,825
Prepayments and accrued income	46,577	49,081
Recoverable VAT	26,920	3,700
Sundry debtors	-	7,579
Other debtors	345,856	1,847,098
Total	445,679	1,926,283

Other debtors consist of non-property related debtors of £25,689 (2022/23: £36,155) and dividends of £320,167 receivable from the fund manager (2022/23: £1,810,943).

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 – Hampstead Heath

	2024	2023
	£	£
Trade creditors	65,560	106,921
Accruals	218,367	185,133
Deferred income	231,654	235,157
Rent deposits	15,425	15,425
VAT liability	41,277	20,634
Other creditors	543,450	176,788
Total	1,115,733	740,058

Charity 2 – Hampstead Heath Trust Fund

	2024	2023
	£	£
Bank overdraft	41,433	1,544,157
Other creditors	45,495	41,126
Total	86,928	1,585,283

Charities 1 & 2 – total

	2024	2023
	£	£
Bank overdraft	41,433	1,544,157
Trade creditors	65,560	106,921
Accruals	218,367	185,133
Deferred income	231,654	235,157
Rent deposits	15,425	15,425
VAT liability	41,277	20,634
Other creditors	588,945	217,914
Total	1,202,661	2,325,341

	2024	2023
Deferred income analysis within creditors:	£	£
Balance at 1 April	235,157	121,368
Amounts released to income	(235,157)	(121,368)
Amounts deferred in the year	231,654	235,157
Balance at 31 March	231,654	235,157

Deferred income relates to rental income as well as season ticket income for the use of facilities received in advance for periods after the year-end. Other creditors consist of sundry creditors.

14. ANALYSIS OF NET ASSETS BY FUND

Charity 1 – Hampstead Heath

At 31 March 2024	Unrestricted Funds		Restricted Funds	Total at 31 March 2024	Total at 31 March 2023
	General Funds	Designated Funds			
	£	£			
Tangible Assets	-	22,481,805	-	22,481,805	19,463,442
Current Assets	1,123,045	3,331	33,820	1,160,196	814,381
Current Liabilities	(1,115,734)	-	-	(1,115,734)	(740,058)
Total	7,311	22,485,136	33,820	22,526,267	19,537,765

At 31 March 2023	Unrestricted Funds		Restricted Funds	Total at 31 March 2023	Total at 31 March 2022
	General Funds	Designated Funds			
	£	£			
Tangible Assets	-	19,463,442	-	19,463,442	19,607,668
Current Assets	743,876	3,331	67,174	814,381	755,739
Current Liabilities	(740,058)	-	-	(740,058)	(741,088)
Total	3,818	19,466,773	67,174	19,537,765	19,622,319

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2024	Unrestricted General funds £	Endowment funds £	Total at 31 March 2024 £	Total at 31 March 2023 £
Fixed assets - investments	(66,732)	36,939,822	36,873,090	34,188,534
Current assets	968,993	-	968,993	3,100,871
Current liabilities	-	(86,928)	(86,928)	(1,585,283)
Total	902,261	36,852,894	37,755,155	35,704,122

At 31 March 2023	Unrestricted General funds £	Endowment funds £	Total at 31 March 2023 £	Total at 31 March 2022 £
Fixed assets - investments		34,188,534	34,188,534	34,547,175
Current assets	730,810	2,370,061	3,100,871	691,225
Current liabilities	-	(1,585,283)	(1,585,283)	(119,822)
Total	730,810	34,973,312	35,704,122	35,118,578

Charities 1 & 2 – total

At 31 March 2024	Unrestricted Funds		Restricted Funds £	Endowment Funds £	Total at 31 March 2024 £	Total at 31 March 2023 £
	General Funds £	Designated Funds £				
Tangible Assets	-	22,481,805	-	-	22,481,805	19,463,442
Fixed Asset Investments	(66,732)	-	-	36,939,822	36,873,090	34,188,534
Current Assets	2,092,037	3,331	33,820	-	2,129,188	3,915,252
Current Liabilities	(1,115,734)	-	-	(86,928)	(1,202,662)	(2,325,341)
Total	909,571	22,485,136	33,820	36,852,894	60,281,421	55,241,887

At 31 March 2023	Unrestricted Funds		Restricted Funds £	Endowment Funds £	Total at 31 March 2023 £	Total at 31 March 2022 £
	General Funds £	Designated Funds £				
Tangible Assets	-	19,463,442	-	-	19,463,442	19,607,668
Fixed Asset Investments	-	-	-	34,188,534	34,188,534	34,547,175
Current Assets	1,474,686	3,331	67,174	2,370,061	3,915,252	1,446,964
Current Liabilities	(740,058)	-	-	(1,585,283)	(2,325,341)	(860,910)
Total	734,628	19,466,773	67,174	34,973,312	55,241,887	54,740,897

Expendable endowment movements 2011-2024

	Balance at 1 April	Revaluation of investments	Balance at 31 March	Cash	Expendable endowment
	£	£	£	£	£
Opening	393,461	8,497	401,958	177,308	579,266
2011-2012	401,958	11,764	413,722	177,308	591,030
2012-2013	413,722	58,823	472,545	177,308	649,853
2013-2014	472,545	34,640	507,185	177,308	684,493
2014-2015	507,185	32,680	539,865	177,308	717,173
2015-2016	539,865	(30,719)	509,146	177,308	686,454
2016-2017	509,146	60,784	569,930	177,308	747,238
2017-2018	569,930	5,229	575,159	177,308	752,467
2018-2019	575,159	(5,229)	569,930	177,308	747,238
2019-2020	569,930	(106,075)	463,855	177,308	641,163
2020-2021	463,855	114,223	578,078	177,308	755,386
2021-2022	578,078	27,440	605,518	177,308	782,826
2022-2023	605,518	(13,562)	591,956	177,308	769,264
2023-2024	591,956	58,170	650,126	177,308	827,434

15. MOVEMENT IN FUNDS

Charity 1 – Hampstead Heath

At 31 March 2024	Total as at 1 April 2023	Income	Expenditure	Transfers	Total as at 31 March 2024
	£	£	£	£	£
Restricted funds:					
Campaign Donations	18,096	14,383	(13,862)	-	18,617
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Installation of Non-Turf Pitches	46,845	-	(33,875)	-	12,970
Total restricted funds	67,174	14,383	(47,737)	-	33,820
Unrestricted funds:					
General funds	3,819	8,639,894	(8,636,401)	-	7,312
Designated funds:					
Tangible fixed assets	19,463,442	3,233,212	(214,849)	-	22,481,805
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,470,592	11,873,106	(8,851,250)	-	22,492,448
Total funds	19,537,766	11,887,489	(8,898,987)	-	22,526,268

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2023 £
Restricted funds:					
Campaign Donations	7,352.0	42,904	(32,160.0)	-	18,096
Parliament Hill Outdoor Gym	2,233.0	0	-	-	2,233
Installation of Non-Turf Pitches	-	46,845	-	-	46,845
Total restricted funds	9,585	89,749	(32,160)	-	67,174
Unrestricted funds:					
General funds	1,735	7,751,373	(7,749,290)	-	3,819
Designated funds:					
Tangible fixed assets	19,607,668	61,970	(206,196)	-	19,463,442
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,612,734	7,813,343	(7,955,486)	-	19,470,592
Total funds	19,622,319	7,903,092	(7,987,646)	-	19,537,766

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2024 £
Endowment funds:						
Expendable endowment	769,264	-	-	58,170	-	827,434
Permanent endowment	34,204,048	-	(171,451)	1,992,862	-	36,025,459
Total endowment funds	34,973,312	-	(171,451)	2,051,032	-	36,852,893
Unrestricted funds:						
General funds	730,810	1,360,949	(1,189,498)	-	-	902,261
Total funds	35,704,122	1,360,949	(1,360,949)	2,051,032	-	37,755,154

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2023 £
Endowment funds:						
Expendable endowment	782,826	-	-	(13,562)	-	769,264
Permanent endowment	33,768,864	-	(163,923)	599,107	-	34,204,048
Total endowment funds	34,551,690	-	(163,923)	585,545	-	34,973,312
Unrestricted funds:						
General funds	566,888	1,543,905	(1,379,983)	-	-	730,810
Total funds	35,118,578	1,543,905	(1,543,906)	585,545	-	35,704,122

Charities 1 & 2 – total

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2024 £
Endowment funds:						
Permanent endowment funds	34,204,048	-	(171,451)	1,992,862	-	36,025,459
Expendable endowment funds	769,264	-	-	58,170	-	827,434
Total endowment funds	34,973,312	-	(171,451)	2,051,032	-	36,852,893
Restricted funds:						
Campaign Donations	18,096	14,383	(13,862)	-	-	18,617
Parliament Hill Outdoor Gym	2,233	-	-	-	-	2,233
Installation of Non-Turf Pitches	46,845	-	(33,875)	-	-	12,970
Total restricted funds	67,174	14,383	(47,737)	-	-	33,820
Unrestricted funds:						
General funds	734,628	10,000,843	(9,825,899)	-	-	909,572
Designated funds:						
Tangible fixed assets	19,463,442	3,233,212	(214,849)	-	-	22,481,805
Capital fund	3,331	-	-	-	-	3,331
Total unrestricted funds	20,201,401	13,234,055	(10,040,748)	-	-	23,394,708
Total funds	55,241,887	13,248,438	(10,259,936)	2,051,032	-	60,281,421

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2023 £
Endowment funds:						
Permanent endowment funds	33,768,864	0	(163,923)	599,107	0	34,204,048
Expendable endowment funds	782,826	-	-	(13,562)	-	769,264
Total endowment funds	34,551,690	-	(163,923)	585,545	-	34,973,312
Restricted funds:						
Campaign Donations	7,352.0	42,904	(32,160.0)	-	-	18,096
Parliament Hill Outdoor Gym	2,233.0	0	-	-	-	2,233
Installation of Non-Turf Pitches	-	46,845	-	-	-	46,845
Total restricted funds	9,585	89,749	(32,160)	-	-	67,174
Unrestricted funds:						
General funds	568,623	9,295,278	(9,129,273)	-	-	734,628
Designated funds:						
Tangible fixed assets	19,607,668	61,970	(206,196)	-	-	19,463,442
Capital fund	3,331	-	-	-	-	3,331
Total unrestricted funds	20,179,622	9,357,248	(9,335,469)	-	-	20,201,401
Total funds	54,740,897	9,446,997	(9,531,552)	585,545	-	55,241,887

Purpose of the endowment funds

The expendable endowment fund is invested as a capital fund to generate income for the activities of the charity. Any income generated is used in accordance with the objectives of the trust. The purpose of this fund is to provide net income to be used to contribute towards the running costs of the Heath, transferred from the former T J Barratt bequest in December 2011.

The permanent endowment fund is held in perpetuity as a capital fund to generate income for the activities of the charity. Before any potential gains on investments are considered, should net income be more than any year's contribution to the running costs of the Heath, then the surplus funds are retained as unrestricted funds to be used in future years. During 2023/24 the surplus was £185,640 (2022/23: £168,358). Should the actual income earned in any specific year, added to the surpluses from previous years, be less than the contribution based on the funds from the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Trust Fund. This is within the terms of the Transfer Order for the original endowment.

Purposes of restricted funds

The restricted fund represents funds received from London Borough of Camden (Sports and Physical Activity Service) for the creation of a new outdoor gym at Parliament Hill. This is in addition to a grant received from the England and Wales Cricket Board for the supply and installation of non turf pitches at Parliament Hill and the Heath Extension as well as unspent campaign donations.

Purposes of designated funds

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

- i. *Fixed Assets* – these are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. As at 31 March 2024 the net book value of fixed assets relating to direct charitable purposes amounted to £22,481,805 (2022/23: £19,463,442). There were additions of £3,233,214 during the year relating to the Parliament Hill Athletics Track Resurfacing, Swimming Facilities and Mixed Pond Rewire projects as well as for the purchase of vehicles acquired during 2023/24.
- ii. *Capital Fund* - as part of an Open Spaces wide Fleet Management project a disposal exercise of redundant fleet and equipment was undertaken. It was agreed to use the income raised to fund energy efficiency improvement works. The installation of photovoltaic energy panels at the Lido, Hampstead Heath was completed.

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

Related party	Connected party	2023/24 £	2022/23 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	8,591,335 (nil)	4,841,585 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		1,594,526 (nil)	1,817,105 (nil)	Administrative services provided for the charity
		19,650 (nil)	23,405 (nil)	Distribution from the Charities Pool and interest receivable on cash balances
Hampstead Heath Trust Fund	The Hampstead Heath Trust Fund is incorporated within the Hampstead Heath financial statements as a linked charity.	1,175,309 (nil)	1,375,547 (nil)	Contribution to preservation and enhancement of Hampstead Heath as an open space

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAMES: Hampstead Heath, Hampstead Heath Trust Fund

Registered charity number: 803392, 80339-1

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 and 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 1000, BX1 1LT

INVESTMENT ADVISORS:

Artemis Investment Management Limited, Cassini House, 57 St. James's Street, London, SW1A 1LD

Contact for The Chamberlain & City's Estate Officer, to request copies of governance documents & of the Annual Report of City's Estate: CHBOffice-BusinessSupport@cityoflondon.gov.uk

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Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 22 October 2024
Subject: Operational Finance Progress Report 2024/25 (Period 5 April - August) – Hampstead Heath	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Chamberlain	For Information
Report author: 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 Hampstead Heath charity (charity registration number: 803392) 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 Hampstead Heath charity (charity registration number: 803392), 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.
2. 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 Hampstead Heath charity for 2024/25 currently amounts to (£3.490m) net expenditure. As at August 2024, actual net expenditure amounted to (£745k), with a current forecast outturn for 2024/25 of (£4.525m) net expenditure. This amounts to a projected net overspend of (£1.035m), equivalent to 29.67% 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.

Table 1 – Revenue Operating Budget Summary – August 2024

	Latest Budget £'000s	Actual Aug 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	(9,478)	(2,926)	(9,613)	(135)	(1.43%)
Gross Income	5,988	2,181	5,088	(900)	(15.03%)
Net Expenditure	(3,490)	(745)	(4,525)	(1,035)	(29.67%)

Expenditure

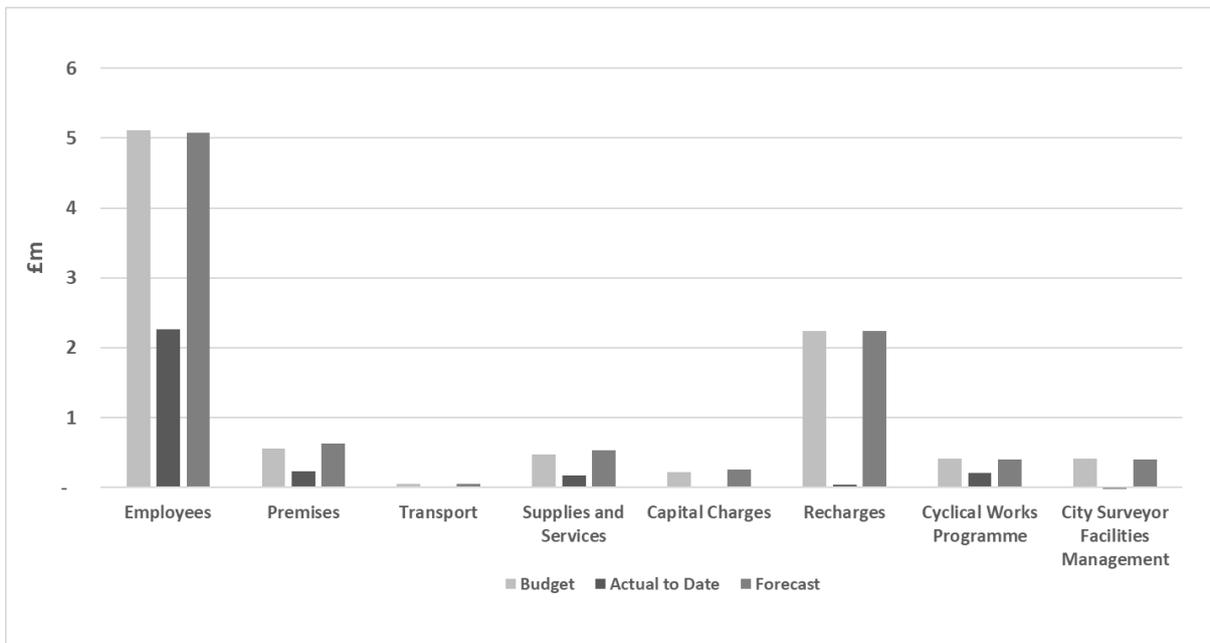
6. A breakdown and analysis of the latest gross expenditure position for 2024/25 is set out in Table 2 below:

Table 2 – Expenditure Summary – August 2024

	Latest Budget £'000s	Actual Aug 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	(6,411)	(2,689)	(6,558)	(147)	(2.29%)
Recharges and Support Services	(2,242)	(47)	(2,242)	0	0.00%
City Surveyor Repairs and Maintenance	(825)	(191)	(813)	12	1.41%
Total Gross Expenditure	(9,478)	(2,926)	(9,613)	(135)	(1.43%)

7. As shown in Table 2, total gross expenditure to the end of August 2024 amounted to (£2.926m), amounting to 30.87% of the total gross expenditure budget for 2024/25 of (£9.478m). 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



8. The charity is currently forecasting total gross expenditure for 2024/25 of (£9.613m), a projected overspend of (£135k) equivalent to (1.43%) compared with a total gross expenditure budget of (£9.478m). This overspend is primarily explained by the following:

- (£91k) increase in energy costs as a result of significant energy rate increases. Potentially there may be further central contingency funding to meet this;
- (£64k) forecasted increase in professional and consultant fees to XN Leisure relating to building a new leisure management system for the swimming facilities;
- (£45k) increase in depreciation charges due to asset additions to vehicles and improvements to the swimming facilities
- (£23k) additional cleaning material overspend and refuse collection/waste disposal costs. The level of expenditure will be kept under review;
- Partly offset by £33k salary underspend expected due to vacancy of Head of Business Development role currently being recruited, as well as other vacancy savings offset against temporary staff expenditure, and;
- £45k reduced forecast in repairs and maintenance needed to maintain the preservation of the Heath.

Income

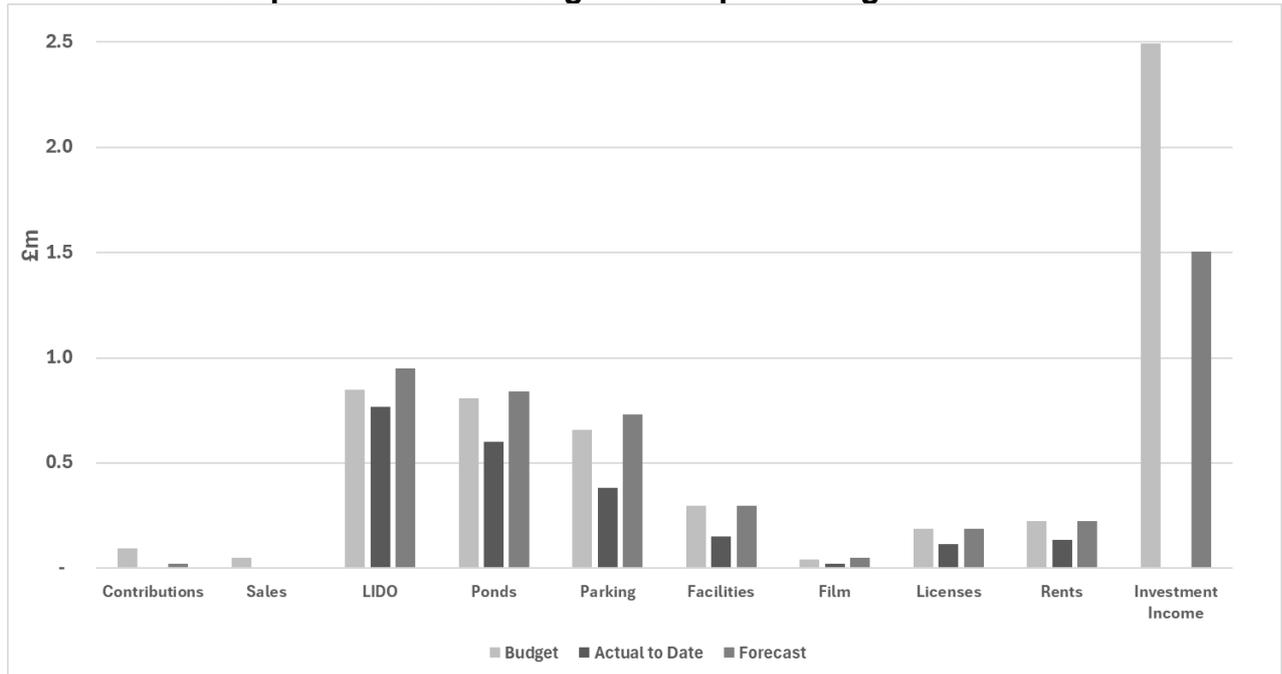
9. A breakdown and analysis of the latest gross income position for 2024/25 is set out in Table 3 below:

Table 3 – Income Summary — August 2024

	Latest Budget	Actual - August 2024	Forecast Outturn	Budget Variance	Variance
	£'000s	£'000s	£'000s	£'000s	%
Direct Operating Budgets	5,713	2,181	4,813	(900)	(15.75%)
Recharges and Support Services	275	0	275	0	0.00%
Total Gross Income	5,988	2,181	5,088	(900)	(15.03%)

10. As shown in Table 3, total income to the end of August 2024 amounted to £2.181m, amounting to 38.18% of the total gross income budget to be achieved for 2024/25 of £5.988m. 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 £5.088m, amounting to (£900k) in reduced income (15.03%) compared with a total gross income budget of £5.988m for the current financial year.
12. This is largely explained by a (£988k) investment income shortfall expected based on a projected dividend yield which is calculated as dividend income distributed in the period divided by average month-end net asset value in the period. The fund made several strategic adjustments to manage risk and optimize long-term growth during 2023/24 which included trimming positions in certain high-performing stocks and reallocating capital. Whilst these adjustments were necessary for maintaining portfolio balance and positioning for future growth, they have resulted in lower dividend income in the short term compared against the original budget for 2024/25.

The budget is currently based on the maximum contribution set out in The London Government Reorganisation Order 1989 which states that if the relevant year (2024/25 in this case) is the third year of a relevant period, the maximum contribution is equal to the amount of the maximum contribution for the second year plus the annual adjustment relating to the change in the value of average earnings index between April of the prior financial year against April of the preceding year. For the 2025/26 budget setting process, we will be reviewing whether the maximum contribution determination is the most appropriate method in calculating the investment income budget.

13. The remaining gross income forecast variances against gross income budget is explained as follows:
- (£71k) reduction in donations and contributions income as it is expected to be no more than was achieved in 2023/24;
 - (£49k) reduction in sales (mostly from metal recycling) which are not expected to yield more than £1k for the year. Future years budget will be corrected to reflect this;
 - Partly offset by £130k increase in LIDO and ponds revenue expected due to additional usage in the spring and summer periods;
 - £70k increase in parking fees with the new parking enforcement ANPR system expected to yield 10% more income than budgeted, and;
 - £8k extra filming income as a result of filming Bridget Jones in the Heath.

Capital Projects

14. 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 officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
15. Out of a current approved budget of £1.189m, £843k has been spent or committed to date, leaving a remaining budget of £345k to progress the various projects to the next project gateway, release of further capital funds or completion.

Table 4 – Live Capital Projects

Capital Projects - Hampstead Heath	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
HH Swimming Facilities - Safety, Access & Security Improvements	919,285	919,285	715,487	97,870	24,355	81,573
Parliament Hill Lido Photovoltaic Panels (Climate Action Strategy)	269,409	269,409	0	5,940	0	263,469
TOTAL HAMPSTEAD HEATH	1,188,694	1,188,694	715,487	103,810	24,355	345,042

Outstanding Invoiced Debts

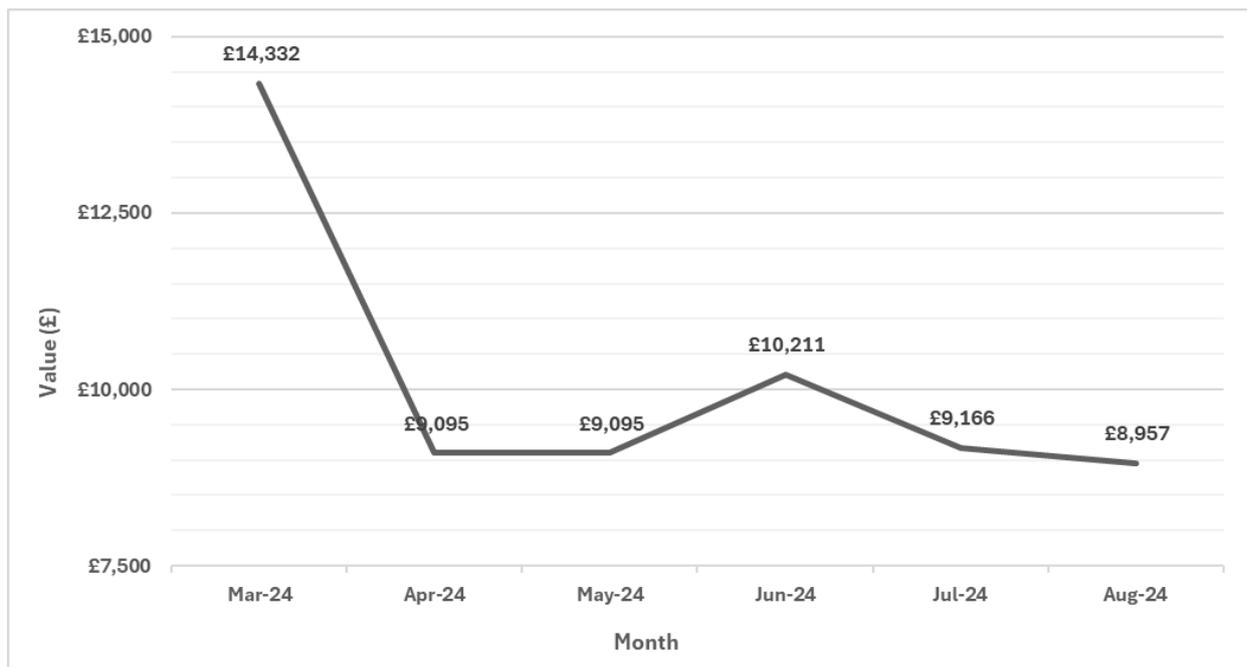
16. At the end of August 2024, total outstanding invoiced debt was £20,342. Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

Table 5 – Analysis of Outstanding Invoiced Debts – August 2024

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£6,991	34.37%
31-60 Days	£1,649	8.11%
61-90 Days	£2,560	12.58%
91-120 Days	£185	0.91%
121-365 Days	(£139)	(0.68%)
Over 365 Days	£9,096	44.71%
Total Outstanding Debts	£20,342	100.00%

17. 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 £8,957 in August 2024, a decrease of £209 compared with July 2024.

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



18. Current outstanding debts over 120 days mainly relates to £6,577 owed in outstanding rent and wayleave invoices which is currently being pursued and £1,972 for football facilities which is expected to be settled in the next period.

Charity Reserve Funds

19. Table 6 below provides a summary of the different reserves held by Hampstead Heath charity as at the end of August 2024, including movements in reserve funds since the start of 2024/25:

20. Further detail is provided in Appendix 2 which lists the individual restricted, unrestricted and designated funds held by Hampstead Heath charity and Hampstead Heath Trust Fund. 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.

Table 6 - Reserve Funds Summary – August 2024

Hampstead Heath	Opening Balance 2024/25	Income	Expenditure	Current Balance
Restricted Funds	£33,820	£330	£0	£34,150
Unrestricted Funds	£7,312	£152	£0	£7,464
Designated Funds	£22,485,136	£0	£0	£22,485,136
Total	£22,507,734	£482	£0	£22,508,216

Hampstead Heath Trust Fund	Opening Balance 2024/25	Income	Expenditure	Current Balance
Permanent Endowment	£36,025,459	£0	£0	£36,025,459
Expendable Endowment	£827,434	£0	£0	£827,434
Unrestricted Funds	£902,261	£0	£0	£902,261
Total	£37,755,154	£0	£0	£37,755,154

21. 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

22. 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 **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
23. 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 Hampstead Heath charity accounts has not yet been completed.

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

Hampstead Heath	2020/21	2021/22	2022/23	2023/24	2024/25 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	(8,732)	(8,772)	(8,963)	(9,459)	(9,162)
Cyclical Works Expenditure	(738)	(540)	(569)	(565)	(406)
Capital Expenditure	(152)	(429)	(62)	(3,233)	(473)
Gross Income	3,009	4,533	4,605	4,666	4,928
Total Contribution from City of London	(6,613)	(5,208)	(4,989)	(8,591)	(5,114)

24. As can be seen from the Table 7, 2023/24 saw a significant increase in the contribution from City's Estate to Hampstead Heath charity compared with the previous year. This is mainly driven by an increase in capital expenditure on the Parliament Hill Athletics Track Resurfacing project as well as an increase in gross expenditure relating to staff and premise costs which required an increase in the level of deficit funding provided by City's Estate.
25. Table 7 indicates a decrease in the forecasted contribution required from City's Estate for 2024/25 compared with the previous financial year mainly due to a significant reduction in capital expenditure as a result of the completion of the resurfacing of the athletics track, reductions in gross expenditure due to removal of administrative support staff budgets, as well as reductions in premise and professional fees. Additionally there are projected increases in gross income as a result of more filming expected and greater lido/ponds activity.
26. 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

27. 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.
28. 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 – Hampstead Heath Charity – Revenue Operating Budget – 2024/25

Appendix 2 – Hampstead Heath Charity - Reserve Funds – August 2024

Contact

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

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Hampstead Heath - Operating Budget 2024/25

APPENDIX 1

FY 2023/24 Actuals £	Hampstead Heath	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
5,404,039	Direct Employees	5,092,000	2,260,117	5,059,000	(33,000)	-1%	1
29,795	Indirect Employees	15,000	10,019	15,000	0	0%	
430	Repairs and Maintenance	75,000	0	30,000	(45,000)	-60%	2
335,684	Energy Costs	184,000	101,082	275,000	91,000	49%	3
37,458	Rates/Council Tax	46,000	34,585	40,000	(6,000)	-13%	4
135,305	Water Services	138,000	51,099	138,000	0	0%	
88,418	Cleaning and Domestic Supplies	52,000	39,834	75,000	23,000	44%	5
54,619	Grounds Maintenance Costs	65,000	1,514	67,000	2,000	3%	
651,915	Premises	560,000	228,113	625,000	65,000	12%	
59,606	Direct Transport Costs	56,000	22,486	56,000	0	0%	
10,474	Other Transport Costs	3,000	168	3,000	0	0%	
70,080	Transport	59,000	22,655	59,000	0	0%	
232,126	Equipment, Furniture and Materials	167,000	69,025	167,000	0	0%	6
287,023	Fees and Services	216,000	63,728	280,000	64,000	30%	7
91,726	Other	86,000	35,437	92,000	6,000	7%	
610,876	Supplies and Services	469,000	168,190	539,000	70,000	15%	
58,495	Transfer to Reserve	0	0	0	0	0%	
6,825,200	Total Expenditure (Local Risk)	6,195,000	2,689,094	6,297,000	102,000	2%	
(23,384)	Grants, Donations and Contributions	(95,000)	(482)	(24,000)	71,000	75%	8
(688)	Sales	(50,000)	(289)	(1,000)	49,000	98%	9
(1,088,773)	LIDO	(850,000)	(766,318)	(950,000)	(100,000)	-12%	10
(738,421)	Ponds	(810,000)	(603,232)	(840,000)	(30,000)	-4%	10
(702,972)	Parking	(660,000)	(384,242)	(730,000)	(70,000)	-11%	11
(267,080)	Facilities	(299,000)	(152,240)	(299,000)	0	0%	
(25,641)	Film	(42,000)	(23,623)	(50,000)	(8,000)	-19%	12
(173,000)	Licenses/certificates	(189,000)	(117,234)	(189,000)	0	0%	
(232,553)	Rents, Wayleaves and Tolls	(225,000)	(133,886)	(225,000)	0	0%	
(36,781)	Transfer from Reserves	0	0	0	0	0%	
(3,289,293)	Total Income (Local Risk)	(3,220,000)	-2,181,547	(3,308,000)	(88,000)	-3%	
3,535,907	Total Net Expenditure - Local Risk	2,975,000	507,547	2,989,000	14,000	0.47%	
	Central Risk						
47,937	Employee Expenses	0	0	0	0	0%	
1,596	Premises	0	0	0	0	0%	
7,730	Supplies and Services	0	0	0	0	0%	
214,850	Capital Charges	216,000	0	261,000	45,000	-21%	13
3,231,466	Transfer to Reserves	0	0	0	0	0%	
3,503,579	Total Expenditure (Central Risk)	216,000	0	261,000	45,000	21%	
(3,231,466)	Contributions	0	0	0	0	0%	
(1,175,309)	Investment Income	(2,493,000)	517	(1,505,000)	988,000	40%	14
(4,406,775)	Total Income (Central Risk)	(2,493,000)	517	(1,505,000)	988,000	40%	
(903,196)	Total Net Expenditure - Central Risk	(2,277,000)	517	(1,244,000)	1,033,000	-45%	
	Recharges						
	Support Services						
359,542	Support Services	463,000	0	463,000	0	0%	
260,000	Surveyors' Employee Recharge	283,000	0	283,000	0	0%	
292,665	IT Recharge	190,000	0	190,000	0	0%	
48,367	Premises Insurance	51,000	36,888	51,000	0	0%	
2,080	Engineering Insurance	2,000	505	2,000	0	0%	
9,546	Transport Insurance	11,000	2,128	11,000	0	0%	
31,969	Liability Insurance	39,000	7,055	39,000	0	0%	
1,004,170	Total Support Services	1,039,000	46,577	1,039,000	0	0%	
909,693	Recharges Within Fund (Natural Environment Directorate and Learning Team)	1,173,000	0	1,173,000	0	0%	
22,433	Recharges Across Fund (Structural Maintenance Open Spaces)	30,000	0	30,000	0	0%	
1,936,295	Total Expenditure (Recharges)	2,242,000	46,577	2,242,000	0	0%	
(203,642)	Recharges Within Fund (Learning Team and Corporate and Democratic Core)	(275,000)	0	(275,000)	0	0%	
(203,642)	Total Income (Recharges)	(275,000)	0	(275,000)	0	0%	
1,732,653	Total Net Expenditure - Recharges	1,967,000	46,577	1,967,000	0	0%	
565,337	City Surveyor's - Cyclical Works Programme	408,000	205,429	406,000	(2,000)	0%	
402,000	City Surveyor's Repairs and Maintenance	402,000	(13,524)	394,717	(7,283)	-2%	15
15,000	City Surveyor's Cleaning and Pest Control	15,000	(1,395)	12,642	(2,358)	-16%	
417,000	City Surveyor's - Facilities Management	417,000	-14,919	407,359	(9,641)	-2%	
5,347,702	Total Net Expenditure	3,490,000	745,151	4,525,359	1,035,359	29.67%	

Notes:

- 1 Underspend due to vacancy of Head of Business Development role currently being recruited, other vacancy savings have been offset against temp staff expenditure
- 2 Repairs and Maintenance Budget adjusted to meet needs by end of March
- 3 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.
- 4 Council tax forecasted adjusted as per billing
- 5 Projected overspend due to additional cleaning materials and refuse collection/waste disposal costs. The level of expenditure will be kept under review.
- 6 Forecasted increased due to professional and consultant fees to XN Leisure relating to Build a new leisure mangement system for the swimming facilities and backdated
- 7 Other costs such as Communications, Uniforms, Livestock, hospitality expected to be in line with last year
- 8 Reduced income projected from donations and grants.
- 9 Sales volume not expected to yield more than £1k per year, Future years Original Budget will be corrected to reflect this.
- 10 Increased LIDO and Ponds income to date due to additional usage. This is expected to be ahead of budget by year-end.
- 11 Increase in Parking Fees with the new Parking Enforcement ANPR is expected yield 10% more income than budgeted
- 12 Significant extra filming income expected as a result of filming Bridget Jones in the Heath
- 13 Increase in depreciation charges due to asset additions to vehicles and improvements to the Swimming Facilities
- 14 Investment Income Shortfall expected but is likely to change significantly during the year based on projected Dividend Yield and Investment return
- 15 Projected underspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

Charity Funds - August 2024

	Opening Balance 2024/25 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2024/25 £'s
Hampstead Heath					
Restricted Funds:					
Campaign Donations	18,617	330			18,947
Parliament Hill Outdoor Gym	2,233				2,233
Installation of Non-Turf Pitches	12,970				12,970
Unrestricted Funds:					
General funds	7,312	152			7,464
Designated (Unrestricted Fund):					
Tangible Fixed Assets (Equipment)	22,481,805				22,481,805
Capital Fund	3,331				3,331
Total Hampstead Heath	22,507,734	482	0	0	22,508,216
Hampstead Heath Trust Fund					
Permanent Endowment	36,025,459				36,025,459
Expendable Endowment	827,434				827,434
Unrestricted Funds:					
General Funds	902,261				902,261
Total Hampstead Heath Trust Fund	37,755,154	0	0	0	37,755,154

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 reasonable period of time.

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

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.

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Committee(s): Hampstead Heath, Highgate Wood and Queen’s Park Committee	Dated: 22 October 2024
Subject: Assistant Director’s Update Report – Highgate Wood 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, focussed on strategy themes of protecting and enhancing biodiversity, increasing resilience, and interconnected natural landscape, and establishing a natural capital-based management process.
3. These activities include initiation of the updated management plan for Highgate Wood, ecological monitoring, volunteer engagement, exploring wildlife corridors, balancing visitors and ecological protection, and application of nature-based solutions. Further detail is outlined in Appendix 1.

Community Engagement

4. Officers progressed a number of actions that furthered this Natural Environment strategy, focussed on strategy themes of creating meaningful and lasting partnerships, cultivating pride in and attachment to our open spaces, creating spaces that attract people and improve lives, and exchanging information between the City Corporation and open space users.
5. The activities include working with external stakeholders and partners, hosting the annual Highgate Community Heritage Day, attainment of another Green Flag, an audit of public-facing information to improve accessibility and customer experience. Further detail is outlined in Appendix 1.

Access and Recreation

6. Officers progressed a number of actions that furthered this Natural Environment strategy, focussed 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.

7. 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. Further detail is outlined in Appendix 1.

Learning and Heritage

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

Income Generation

9. Income generation at Highgate Wood remains aligned with past practice, relying primarily on user fees and charges for sports pitch hire, cafe lease, and small events.
10. 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 Highgate Wood & Queen's Park Charity is more responsible for generating income to fund its operation.
11. 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

12. 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

13. 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	New Highgate Wood management plan in process of being drafted to be approved by HHHWQP Management Committee in December in time for 2025 Green Flag and Green Heritage applications.	Community Engagement
		Species records and other biological data are regularly gathered and professionally managed	Continuing ecological monitoring of species to identify trends/changes in Highgate Wood	Access and Education
		Community support and engagement in the conservation of our open spaces is increased	Volunteers play key role in ecological monitoring. Highgate Wood’s longest-running volunteer ecological survey which monitors moth species and dates back to 1985, continued this year; we have 482 species of moth recorded to date. Next year will mark the survey’s 40 th anniversary.	Learning and Education
1.2	Increase the resilience of our open spaces within a wider,	Greater and more effective engagement with the planning system to influence the protection of our open spaces in the most relevant way	The NLOS Senior Management Team are commissioning a planning consultancy to carry out a monitoring role of all	Community Engagement
				Access and Education

1	Nature Conservation & Resilience			
	Theme	Objective	Progress	Also contributes to
Page 186	interconnected natural landscape	<p>Landscape connectivity around our open spaces is enhanced through collaboration with other organisations and stakeholders.</p> <p>Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented</p>	<p>planning applications submitted adjacent to all NLOS spaces.</p> <p>Connectivity and wildlife corridors were discussed with the Highgate Wood Consultative Group and will be included in the new Highgate Wood management plan.</p> <p>Continuing protection of conservation areas in Highgate Wood to control public access and encourage nature recovery.</p> <p>Continued involvement of Heath Hands volunteers in conservation work in Highgate Wood focusing on protection of enclosed conservation areas.</p>	Learning and Education
		<p>Damaging introduced species monitored and kept under control</p>	<p>Control of grey squirrels which have caused damage to Highgate Wood's hornbeam population have been discussed as an objective in the new Highgate Wood Management Plan.</p> <p>The Tree Team have continued their Nature Based Solution (NBS) approach to managing oak processionary moth (OPM) in Highgate Wood monitoring OPM-parasitoid populations and their impact</p>	

1 Nature Conservation & Resilience				
	Theme	Objective	Progress	Also contributes to
			on OPM nests. The NBS approach avoids impacting non target species and other Highgate Wood wildlife.	
1.3	Establish a natural capital-based management process across our open spaces.	<p>Baseline natural capital valuation for NED undertaken</p> <p>The City of London Corporation’s Climate Action Strategy goals are met for the open spaces</p>	<p>The natural capital audit has been completed and is being reviewed for opportunities of expansion of benefit at Highgate Wood. Headline figures from the report will be referenced in the new Highgate Wood Management Plan</p> <p>Objectives are being drafted for new Highgate Wood management plan building resilience into Highgate Wood Ancient Woodland against climate change impacts.</p>	<p>Community Engagement</p> <p>Access and Education</p> <p>Learning and Education</p>

2 Community Engagement				
	Theme	Objective	Progress	Also contributes to
2.1	Partnership: Creating meaningful and lasting partnerships	<p>Cultivate and support successful partner organisations that support us in mission delivery</p> <p>Implement a holistic approach to community engagement that encourages active participation</p>	<p>This is actively promoted through Highgate Wood Heath Hands volunteers and other volunteers e.g. Good Gym</p> <p>The Highgate Wood Heritage Day was held on Sunday 1 September and was probably the best-attended event so far, with high number of visitors attracted by the fine warm weather and the Roman Kiln Project</p>	<p>Community Engagement</p> <p>Access and Education</p> <p>Learning and Education</p>

			<p>activities and displays. Alongside the Roman Kiln activities, we had a number of other community stalls representing the Highgate Society, Heath Hands Volunteers, Friends of Queen’s Wood, The Kenwood Bee Keepers Association, and other small stalls specialising in woodland products and nature conservation. The other popular attraction was the dog show.</p>	
<p>2.2</p>	<p>Ownership: Cultivating a sense of deep pride in and attachment to our spaces amongst users</p>	<p>Facilitate a deep sense of pride in and attachment to our open spaces among user groups and communities</p>	<p>This is actively promoted through Highgate Wood Heath Hands ongoing work with volunteers and other volunteers e.g. Good Gym</p>	<p>Community Engagement Access and Education Learning and Education</p>
<p>Page 188</p>	<p>Thriving spaces: Creating spaces that attract people and improve their lives</p>	<p>Improve health and wellbeing through our open spaces through successful and effective community engagement</p>	<p>The Highgate Wood Heritage Day was held on Sunday 1 September and was probably the best-attended event so far, with high number of visitors attracted by the fine warm weather and the Roman Kiln Project activities and displays. Alongside the Roman Kiln activities, we had a number of other community stalls representing the Highgate Society, Heath Hands Volunteers, Friends of Queen’s Wood, The Kenwood Bee Keepers Association, and other small stalls specialising in woodland products and nature conservation.</p>	<p>Community Engagement Access and Education Learning and Education</p>

2.4	Knowledge exchange: Continuous transfer of information between the Corporation and its customers	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 as accurate and as accessible as possible in the absence of a modern	Community Engagement Access and Education Learning and Education

3	Access and Recreation			
	Theme	Objective	Progress	Also contributes to
Page 189	Balance the needs of visitors with the requirements of protecting the natural and heritage assets of the open spaces	<p>Manage visitors to protect vulnerable areas.</p> <p>Plan for increased visitor numbers and improve durability of honeypot locations</p> <p>Reduced visitor impact on priority habitats and other important sites through sustainable visitor</p>	<p>Heath Hands volunteers activities involve ongoing repairs to fencing and dead hedging of conservation areas</p> <p>The NLOS Senior Management Team are working with a mobile phone data analysis consultancy to establish where the visitor pressure points are in Highgate Wood. This information will be incorporated in the new Highgate Wood Management due to finalised later this month.</p> <p>Visitor impact on priority habitat is a key issue for consideration in Highgate Wood's new management plan.</p>	Community Engagement Access and Education Learning and Education

3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
		and mitigation strategies being in place and implemented.		
3.2	Enable the best possible visitor journey, creating the right information from pre -visit to a stress-free and enjoyable on-site experience	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 Learning & Heritage
3.3	Build understanding and knowledge about the open spaces. Visitors will respect one another and will care for and advocate for the sites.	Make improvements to both informal and formal recreational facilities.	Major refurbishment and repairs to Highgate Wood’s popular play area are being costed to ensure a safe play space for the local community.	Community Engagement Access and Education Learning and Education
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	communication of positive behaviours and work of on-site team further this objective. Retention of Parkguard to provide a supplemental enforcement and security presence in the park is necessary to support appropriate behaviours.	

3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
	advocate for the sites.	Key messages are delivered through layered and targeted campaigns	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 address.	

4 Learning and Heritage				
	<p>Progress in the performance and delivery of this strategy will be reported by the Culture & Projects Team of the Natural Environment Division. Additional delivery of Learning and Heritage objectives are supported by the partnership with Heath Hands.</p>			

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Agenda Item 12

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 22 October 2024
Subject: Assistant Director's Update Report – Queen's Park 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. 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 increasing resilience of the park and establishing a natural capital based management process.
3. These activities include initiation of the updated management plan for Queen's Park, a review of the natural capital audit that was completed earlier this year to explore continuous improvement opportunities, and the continual control of invasive species, such as hemlock.
4. Further detail is outlined in Appendix 1.

Community Engagement

5. 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 Queen's Park, cultivating a sense of pride and attachment to the park among users, and exchanging information between the City Corporation and open space users.
6. The activities include working with external stakeholders and partners, especially Queen's Park Area Residents' Association (QPARA) who hosted a couple of successful events in the park during Q2: Queen's Park Day and Queen's Park Book Festival. During Queen's Park Day we also held a formal open of the refurbished Sandpit, a project conceptualised back in 2017 and with much support and donations from the local community and NCIL funding from Brent council. The City of London Corporation invited donors and councillors, stakeholders and residents to formally open the space which has already

become a favourite among families.

7. Further detail is outlined in Appendix 1.

Access and Recreation

8. Officers progressed a number of actions that furthered this Natural Environment strategy, focused on strategy themes of developing wellbeing through spending time in nature, providing opportunities for education and employment, developing greater engagement confidence and enjoyment, and ensuring effective care, management and promotion of our offer.
9. The activities include reopening the park's sandpit, continued employment of apprentices, and hosting various community events in the park. Further detail is outlined in Appendix 1.

Learning and Heritage

10. 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.
11. The activities include updating the park's management plan, auditing available public-facing information, and the relaunch for volunteering in Queen's Park farm for those with special needs. Further detail is outlined in Appendix 1.

Income Generation

12. Income generation at Queen's Park remains aligned with past practice, relying primarily on user fees and charges for sports facilities, bandstand hire, cafe lease, and small events.
13. 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 Queen's Park Charity is more responsible for generating income to fund its operation.

14. 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

15. 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

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	
Page 197	1.1	To protect and enhance the biodiversity of our open spaces	<p>Management plans are in place to ensure that their biodiversity and natural assets are conserved, engaged with stakeholders, and are implemented</p> <p>Species records and other biological data are regularly gathered and professionally managed</p>	<p>Officers are updating the management plan for Queen's 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.</p> <p>British Trust of Ornithology Records were submitted for nesting bird data from QP for 2024. This annual study began in 2020 and is conducted every spring/summer.</p>	<p>Community Engagement</p> <p>Access & Recreation</p> <p>Learning & Heritage</p>
	1.2	Increase the resilience of our open spaces within a wider, interconnected natural landscape	<p>Greater and more effective engagement with the planning system to influence the protection of our open spaces in the most relevant way</p> <p>Reduced visitor impact on priority habitats and other important sites through sustainable</p>	<p>The NLOS Senior Management Team are exploring commissioning a planning consultancy to carry out a monitoring role of all planning applications submitted across boroughs covering NLOS's four public open spaces.</p> <p>Pathways were cut this year in the long-grass meadow by the Kingswood Avenue boundary. These paths acted as desire lines for members of the public and</p>	<p>Community Engagement</p> <p>Access & Recreation</p> <p>Learning & Heritage</p>

1 Nature Conservation & Resilience				
	Theme	Objective	Progress	Also contributes to
		visitor and mitigation strategies being in place and implemented Damaging introduced species monitored and kept under control	ensured that the integrity of the long-grass area lasted for a longer duration than last year. Hemlock was identified south side bund and measures took place during Q2 to remove and control the invasive species.	
1.3	Establish a natural capital-based management process across our open spaces.	Baseline natural capital valuation for NED undertaken	The natural capital audit has been completed and is being reviewed for opportunities of expansion of benefit at Queen's Park. Opportunities will be reflected in the 2025 annual work plan.	Community Engagement Access & Recreation

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 Build and sustain meaningful and lasting partnerships with the communities we serve	Officers continue to work with external groups and partners to engage them in caring for Queen's Park. Officers met with the Queen's Park Liaison Group on 5 June, 17 July and 12 September to discuss matters pertaining to the park. The park hosting Queen's Park Day, an event organised by Queen's Park Area Residents' Association. This allowed the	Nature Conservation & Resilience Access & Recreation Learning & Heritage

			<p>opportunity to invite a large population of the local community to enjoy and build meaningful connections with the park, whilst staff collaborate with local stakeholders, QPARA, who have a membership of 500 local residents.</p>	
<p>2.3</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 199</p>	<p>Ownership: Cultivating a sense of deep pride in and attachment to our spaces amongst users</p>	<p>Facilitate a deep sense of pride in and attachment to our open spaces among user groups and communities</p> <p>Create opportunities for user groups and communities to provide additional resource to the Corporation to support mission delivery</p>	<p>The late summer period has seen two large community-led events take place in the park. Queen’s Park Book Festival and Queens’ Park Day, which celebrated its 40th year in the park. These were very well attended and were of reputational benefit to the park and City of London Corporation.</p> <p>During the former, we held a formal opening of the newly refurbished Sandpit, which was attended by the Mayor of Brent, Brent’s NCIL team, and the local community, many of whom donated to the project and helped bring it to fruition.</p>	<p>Access & Recreation</p>
<p>2.4</p>	<p>Thriving spaces: Creating spaces that attract people and improve their lives</p>	<p>Improve health and wellbeing through our open spaces through successful and effective community engagement</p> <p>Deliver well-managed spaces that are widely understood as destinations for improved health and wellbeing</p>	<p>QP hosted 14 Schools Sports Days during the month of July.</p> <p>Attainment of Green Flag award in July 2024 demonstrates the best practice management of Queen’s Park.</p>	<p>Learning and Heritage</p> <p>Access & Recreation</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 200</p>	<p>2.5 Knowledge exchange: Continuous transfer of information between the Corporation and its customers</p>	<p>Ensure easy access to information about the Corporation, its open spaces, and our management practices</p> <p>Catalyse improved behaviours in our spaces where needed.</p> <p>Ensure greater understanding among members of the public of the Corporation’s efforts to preserve and care for our spaces</p>	<p>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 as accurate and as accessible as possible in the absence of a modern website being created by the City Corporation.</p> <p>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 (e.g., cycling dangerously)</p> <p>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</p>	<p>Nature Conservation & Resilience</p> <p>Access & Recreation</p> <p>Learning & Heritage</p>

		<p>problematic behaviours to message against</p> <p>Engagement with stakeholders in creation of the management plan will ensure that local feedback is considered and incorporated.</p>	
	<p>Improve service delivery by the Corporation at its open spaces through information exchange</p>		

3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
Page 201	<p>Balance the needs of visitors with the requirements of protecting the natural and heritage assets of the open spaces</p>	<p>Manage visitors to protect vulnerable areas.</p> <p>Plan for increased visitor numbers and improve durability of honeypot locations</p> <p>Reduced visitor impact on priority habitats and other important sites through sustainable visitor and mitigation strategies being in place and implemented.</p>	<p>Officers are updating the management plan for Queen’s Park, which will be presented to this committee at the December 2024 meeting. A consultant has been retained to support that effort.</p> <p>Visitor numbers are tracked by a paid service that tracks mobile phone presence in the park. In addition, our communications efforts to influence behaviours furthers this objective.</p> <p>Management plan creation as per above. In addition, our communications efforts</p>	<p>Nature Conservation & Resilience</p>

3	Access and Recreation			
	Theme	Objective	Progress	Also contributes to
			to influence behaviours furthers this objective.	
3.2	Enable the best possible visitor journey, creating the right information from pre -visit to a stress-free and enjoyable on-site experience	<p>Provide clearly branded and accessible on-site wayfinding, interpretation and information.</p> <p>Provide easily accessible, clear and exemplary pre visit information through digital platforms.</p>	<p>All park noticeboards are kept up to date with City Corporation branded information updates and signage.</p> <p>Audit of website taking place, and communications via social media supports the pre-visit journey.</p>	Community Engagement
Page 202	Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore	Make improvements to both informal and formal recreational facilities.	<p>City Corporation-funded renovation works have begun in the toilet block. The project is expected to last four weeks and will fully upgrade the interior of both the male and female toilet facilities by the playground. The Sandpit was formally opened in September.</p> <p>During summer, staff relaunched volunteering in Queen's Park farm for those with special needs. We are looking to offer more sessions and have more volunteers attend going into the rest of the financial year.</p>	Community Engagement

3 Access and Recreation				
	Theme	Objective	Progress	Also contributes to
3.4	Build understanding and knowledge about the open spaces. Visitors will respect one another and will care for and advocate for the sites.	Respectful use of facilities and sites will be encouraged through engagement and instruction	Communication of positive behaviours through comms activities and work of on-site team further this objective. Retention of Parkguard to provide a supplemental enforcement and security presence in the park is necessary to support appropriate behaviours.	Nature Conservation & Resilience Community Engagement Learning & Heritage

4 Learning and Heritage					
	Theme	Objective	Progress	Also contributes to	
Page 203	4.1	Developing well-being through spending time in nature or through our heritage	Provide more opportunities for children to engage in outdoor play.	Formal opening of Sandpit project in September	Nature Conservation & Resilience Community Engagement
	4.2	Providing more opportunities through education and employment	Provide opportunities for apprenticeships and traineeships leading to skills and career development.	Continued of Zoo and Farm apprentices at Queen's Park Farm	Nature Conservation & Resilience Community Engagement Access & Recreation
	4.3	Developing greater engagement, confidence and enjoyment	Engage participants in our learning, heritage and cultural activities which provide opportunities to explore, enjoy and feel safe in our spaces.	Hosting Queen's Park Book Fair and Queen's Park Day in September, organised by local residents' association.	Community Engagement

		Develop strategic partnerships with organisations that help to deliver our culture, heritage and learning offer.	Hosting Queen’s Park Book Fair and Queen’s Park Day in September, organised by local residents’ association.	
4.4	Ensuring the effective care, management and promotion of our offer.	Ensure our cultural programming is both informed by, and representative of, our diverse communities of interest.	Hosting Queen’s Park Book Fair and Queen’s Park Day in September, organised by local residents’ association.	Community Engagement

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	22 October 2024
Subject: Draft Highgate Wood and Queen's Park Kilburn 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?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Executive Director of Environment	For Information
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 Highgate Wood and Queen's Park Kilburn (charity registration number 232986) 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 Highgate Wood and Queen's Park Kilburn 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 Commission.

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 10 July 2024.

Appendices

- Appendix 1 – Draft Highgate Wood and Queen's Park Kilburn Annual Report and Financial Statements for the year ended 31 March 2024

Niranjan Shanmuganathan
Chamberlain's Financial Services Division

E: niranjan.shanmuganathan@cityoflondon.gov.uk

Highgate Wood and Queen's Park Kilburn

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

Charity registration number 232986

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ORIGINS OF THE CHARITY

Queen's Park and Highgate Wood were acquired by the City of London Corporation from the Ecclesiastical Commissioners under the Highgate and Kilburn Open Spaces Act 1886 on condition that the City of London Corporation maintained them in perpetuity for the benefit of Londoners, for exercise and recreation. The Court of Chancery agreed at that time that the late William Ward's bequest should be used towards the maintenance of Queen's Park and this capital fund is still used for this purpose. From April 2002 the Assistant Director Natural Environment Hampstead Heath, formally known as the Superintendent of Hampstead Heath, had overall responsibility for both sites.

The Highgate Wood and Queen's Park Kilburn charity was registered in 1962.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing document is the Highgate and Kilburn Open Spaces Act 1886. 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 Highgate Wood and Queen's Park Kilburn. 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. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee governing Highgate Wood and Queen's Park Kilburn by the Court of Common Council of the City of London Corporation.

Members of the Court of Common Council are elected by the electorate of the City of London and are unpaid for support provided to the Charity. 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 and administering the charity.
- **Investment Committee** – responsible for the strategic oversight and monitoring of the performance of the charity's investments which are managed by three separate sub-committees, namely the Financial Investment Board, the Property Investment Board and the Social Investment Board.
- **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.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee** - responsible for the activities undertaken at Highgate wood and Queen's Park Kilburn, approving budget allocations for the forthcoming year and acting as Trustee of the charity.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held at the Trustee's discretion in public (except where it is not considered in the charity's best interest to do so), supporting a decision-making process that is clear, transparent and publicly accountable.

The charity is consolidated within City's Estate as the City of London Corporation exercises operational control over their activities. City's Estate, which was renamed from City's Cash during 2023/24, 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. An initial review of governance has been undertaken to ensure that the charity is effective in fulfilling its objectives, and further more detailed work is currently being undertaken as part of a review of the City of London Corporation's Natural Environment charities. This review is due to be completed as soon as practicable and further significant progress is expected by December 2024. Reference is being made to the good practices recommended within the Charity Governance Code, with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 35.

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

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

INDUCTION AND TRAINING OF MEMBERS

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

OBJECTIVES AND ACTIVITIES

The objective of the charity is the maintenance and preservation in perpetuity of the open spaces known as Highgate Wood and Queen's Park Kilburn, as public parks or open spaces for use by the public for exercise and recreation.

The Trustee has due regard to the Charity Commission's public benefit when setting objectives and planning activities.

Lands were transferred to the City of London Corporation under the powers conferred by the Highgate and Kilburn Open Spaces Act 1886. The purpose of the charity is the maintenance and preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park Kilburn as public parks or open spaces, for the use by the public for exercise and recreation.

This charity is operated as a separate legal entity consolidated into the City of London Corporation's City's Estate. The City of London Corporation is committed to funding the ongoing net operational costs of the charity in accordance with the purpose, as stated above.

Investment Policy

The charity's investments are held in units of the City of London Charities Pool (registered charity 1021138). The investment policy is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool (which include an analysis of investment performance against objectives set) are available from the Chamberlain of London, at the email address stated on page 35.

Volunteers

Volunteering hours are estimated at 450 hours at Highgate Wood and 360 hours at Queen's Park which combine conservation activities delivered in collaboration with our partner organisation Heath Hands, and ecological monitoring by individual local residents.

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 8 to the financial statements.

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

The City's Equality Objectives were recently reviewed in accordance with the Equality Act 2010 which requires public bodies to publish equality objectives every four years. The City's Equality Objectives were approved by Policy and Resources Committee in March 2024 covering the five year period from 2024 to 2029 to coincide with the City's Corporate Plan for 2024-29

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 Highgate Wood and Queen's Park Kilburn charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as "voluntary income" including grants.

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

From December 2020 to June 2023 the Queen's Park webpage, invited and enabled the public to make on-line donations to the Queen's Park Sandpit and Playground Improvements campaign. From June 2023 the webpage invited the public to 'Donate to Queens Park' to help protect and maintain the park for future generations.

The charity has received nil complaints in relation to fundraising activities in the current year (2022/23: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Highgate Wood and Queen's Park Kilburn's aims and objectives and in planning future activities. The purpose of the charity is the maintenance and preservation in perpetuity by the City of London Corporation as open spaces known as Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public.

Consequently, the Trustee considers that Highgate Wood and Queen's Park Kilburn 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 35.

ACHIEVEMENTS AND PERFORMANCE

The aims for 2023/24 for Highgate Wood were:

Continue to work on an ecological monitoring programme of the impact of visitors through the Heath Hands volunteers.

A new 0.8-hectare enclosed conservation area was completed in 2022/23, and vegetation recovery is now being monitored going forward. The understory is regenerating, and a number of bird species are using the area as a new refuge.

Continue to work collaboratively with the Friends of Highgate Roman Kiln and support their future Heritage Lottery Bid.

Friends of Highgate Roman Kiln (FOHRK, charity no. 1177405) Heritage Lottery Bid has been successful, and we have been working collaboratively with both FOHRK and the project management team to deliver a series of activities around the return of the restored kiln later in 2024.

Continue the notice board replacement programme.

This project has been delayed due to the retirement of the inhouse maintenance member of staff. We are awaiting the recruitment of a new member of staff to continue the work of building replacement noticeboards.

Implement the 2018 to 2028 Woodland Management Plan

The Highgate Wood Woodland Management Plan 2018 to 2028 continues to guide and inform woodland management on the site and the plan objectives will be incorporated into the new Highgate Wood Management Plan 2024 onwards.

Continue the work of nature recovery, building in resilience, and the protection of the ancient woodland, wildlife and its soil.

Work continues supported by volunteers from Heath Hands, to conserve and protect the more vulnerable conservation areas by rebuilding dead heading enclosures and also creating laid hedge sections to discourage access and improve wildlife refuge value. Work has continued to enclose areas damaged during the COVID19 pandemic to allow natural recovery.

Renew the 2013 to 2023 Highgate Wood Conservation Management Plan.

This has been delayed and work will be prioritised in 2024/25.

The aims for 2023/24 for Queen's Park were:

Develop heritage outcomes and incorporate preservation and interpretation actions into the Conservation Management Plan and Annual Work Programme

The Conservation Management Plan and Annual Work Programme for Queens Park was reviewed and updated in 2023/24 to submit with the Green Flag and Green Heritage Applications and London in Bloom Award application in January 2024. Both the Green Flag and Green Heritage Awards were retained in 2023 and Queens Park was awarded a Gold Award for Large Park in London in Bloom.

The Management Plan and Annual Work Programme in 2023/24 ensured conservation and heritage was addressed. This included improving and implementing signage across the site to celebrate the heritage assets such as the Grade 2 Listed Bandstand and to improve understanding of their historical importance. Work was also continued by the Head Gardener to ensure planting regimes took into consideration the adapting climate and to ensure the historical character of the park was not lost. We continued with the veteran tree programme and extended and managed areas of wildflower meadow within the park.

Undertake surveys on visitor engagement and capture data to understand visitor trends and satisfaction.

Working with an external consultant, officers completed an analysis of the number of visits to the park in 2023, which totalled 910,264 visits. In addition, the consultation for potential improvement projects in the park engaged with approximately 500 park users and gathered helpful insights on user preferences and other information to support service improvements

Maximise volunteering opportunities by offering a range of activities.

Community involvement and volunteering opportunities were maximised in 2023/24. We worked closely with a local residents' association, who volunteers annually to host Queen's Park Day in September, which is a very popular event that allows local businesses and groups to showcase their talents and products to the community. Approximately 10,000 - 15,000 people attended. The Park is also surrounded by ten schools within reasonable walking distance that engage with the park through independent visits using the Park as an outdoor classroom and use of sports facilities. Over ten sports days took place in 2023, along with bulb planting sessions with the Head Gardener, participating in volunteering sessions and as part of work experience placement programs within the farm. Transition Town also operated a free-to-use allotment plot at the rear of the cafe. Kensal Rise pickers picked their fruit from the apple and pear trees located in the on-site staff accommodation, and they operate with many volunteers to turn the fruit into juice, which is available at Queen's Park Day

Complete the redevelopment of the Children's Sandpit via an agreed project through the City Corporation Gateway process. Seek capital funding through external and internal sources to enable the delivery of this project.

The project, whilst almost complete, encountered some issues over the course of its delivery, slowing down progress. This is due to be completed in June 2024.

Consult on, finalise, and implement the Queen's Park Woodland Walk Management Plan.

Officer completed a public consultation on the woodland walk and other potential improvement projects in Queen's Park, which enjoyed good participation. In 2024/25, Officers will explore the feasibility of implementing the woodland walk and other potential projects, which does not currently have funding or officer capacity to implement.

Develop an updated Draft Conservation Management Plan.

A one-year management plans was developed for the park for 2024, and a 10-year management plan will be developed in 2024/25 in alignment with the updates to all management plans across North London Open Spaces

Aims for 2023/24 for both Highgate Wood and Queen's Park were:

Achieve budgeted income and expenditure targets for Highgate Wood and Queen's Park Kilburn Charity.

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

Deliver the phase 2 finalised restructure following completion of staff consultation process.

The final version of the restructure was implemented and adhered to successfully, within budget during 2023/24, with recruitment continuing into 2024/25.

Review the Café retendering programme with a review of income generation and market values.

This has been delayed and will be progressed during 2024/25.

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

Both sites were successful in winning the Green Flag and Green Heritage awards for 2023/24.

Contribute towards the City Corporation Climate Action Strategy by achieving Net zero by 2027.

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 and delivered at open spaces, including Queen's Park and Highgate Wood.

PLANS FOR FUTURE PERIODS

The proposed overarching priorities which will guide all of our objectives and activities from April 2024 are:

Highgate Wood

- Continue the work of nature recovery and the protection of the ancient woodland and its soil.
- Continue to work on an ecological monitoring programme of the impact of visitors, with volunteers from Heath Hands.
- Continue to work collaboratively with the Friends of Highgate Roman Kiln and provide support to realise the project's objectives of returning the kiln artifact to Highgate Wood in 2024, now funded by the Heritage Lottery Fund.
- Carry out repairs to the Highgate Wood play area rubberised bark safety surface which have been identified in recent play area inspections.

- Continue to implement the 2018 to 2028 Woodland Management Plan.
- Prioritise the renewal of the 2013 to 2023 Highgate Wood Conservation Management Plan.

Queen's Park

- Review management plan in line with the new City of London Corporate Plan (implemented in April 2024)
- To increase the annual income generation through sports and rent.
- Explore the feasibility of implementing the potential projects that were consulted upon in 2023, which do not currently have funding or officer capacity to implement.
- Work with the conservation team, tree team and head gardener to improve the grounds conditions and habitat, continuing with the veteran tree program and managing areas of wildflower meadow.
- Refurbishment of toilet facilities after vandalism.
- Review paddling pool operations for 2025 season.
- Review exercise equipment within the park.

Both Highgate Wood and Queen's Park.

- Maintain Green Flag Award and Green Heritage Accreditation for 2024/25.
- Contribute towards the City Corporation Climate Action Strategy by achieving Net zero by 2027
- Review the Café retendering programme with a review of income generation and market values.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2023/24 the charity's total income for the year was £1,846,895, an overall increase of £358,775 against the previous year (£1,488,120). This variation was largely due to an increase in expenditure compared to the previous year and therefore a larger grant was received from the City of London to fund the deficit and income relating to the Sandpit and Playground Improvements project at Queens Park.

Income from Charitable Activities comprised £169,990 from fees charged (2022/23: £169,642) and £61,161 from rents (2022/23: £55,829).

Unrestricted donations received were £4,148 (2022/23: £30). The charity also received £27,597 in restricted contributions towards the Roman Kiln Project (2022/23: £nil). A contribution of £45,000 from CIL monies was provided by the London Borough of Brent towards the cost of the sandpit project (2022/23: £nil). During the year no campaign donations were received via the Queen's Park web page towards the Sandpit and Playground Improvements Campaign (2022/23: £1,125).

An amount of £1,533,369 (2022/23: £1,254,787) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity.

Expenditure

Total expenditure for the year was £1,771,783 (2022/23: £1,503,483) all of which related to charitable activities. The increase in expenditure can be explained by an increase in employment costs following pay rises awarded to staff as well as additional expenditure incurred on fees and services, grounds maintenance and costs recharged from corporate departments.

Funds held

The charity's total funds held increased by £91,761 to £396,156 as at 31 March 2024 (2022/23: £304,395).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "undesignate" these funds at any time. Designations as at 31 March 2024 totalled £209,526 (2022/23: £120,059). These represent the net book value of fixed assets held.

The balance on the Queen's Park Sandpit and Playgrounds Improvement Campaign restricted donations fund of £14,754 held at 31 March 2023 was transferred in full to the designated fund during 2023/24 and used towards the cost of the fixed asset addition.

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

Investments performance

Over the course of 2023/24, the Charities Pool investment strategy delivered an absolute return (gross of fees) of +14.18% which was above the FTSE All Share Index benchmark return of +8.43% (2022/23: the investment strategy gained +2.22% versus +2.92% from the benchmark). Over the longer term three and five year horizon, the Charities Pool continues to outperform the FTSE All Share Index as shown in the table below Investments, as displayed in the table below, was above the benchmark. The Charities Pool invests in the Artemis Income (Exclusions) Fund, which is an unconstrained, multigap strategy that aims to generate a rising income stream combined with long-term capital growth. The fund invests in UK equities and can also hold international equities and bonds. Shares in companies that derive more than 20% of their revenues from tobacco, gambling, weapons and fossil fuels are excluded.

Fund	2023/24		2022/23	
	3 year	5 year	3 year	5 year
FTSE All Share	8.1%	5.4%	13.8%	5.0%
Fund outperformance	1.0%	2.2%	0.3%	0.6%

Reserves

The charity receives significant support from the City of London Corporation which is committed to contributing as necessary to the funds of the charity; it does so out of its City's Estate Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. Consequently, a reserves policy is considered by the trustee to be inappropriate. The charity held free reserves of £186,630 at 31 March 2024, funds which will be used by the charity to further its objects, and which will be factored into financial plans.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 23.

Principal Risks and Uncertainties

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

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

Risk	Actions to manage risks	
Decline in condition of assets	<p>Inspections of operational property are managed, and records kept, by the City Surveyor's Department (CSD). Building defects are reported to CSD's Facilities Management Team to address.</p> <p>Longer term repairs and maintenance are managed through the Cyclical Works Programme (CWP), and where significant costs are likely to be incurred over and above the CWP, additional funding is sought through capital bids.</p> <p>A full review of Natural Environment assets is underway. The outcome will include a detailed asset management plan.</p>	
Budget Pressures	<p>Monitor budgets monthly and consider income generation opportunities.</p> <p>Appoint Head of Development and Partnerships.</p>	
Impacts of anti-social behaviour on staff and site	<p>An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy. Develop methods to ensure incidents are reported and actions taken as necessary.</p> <p>First-time or refresher training for staff on conflict management will be organised as part of a departmental arrangement.</p> <p>Build enforcement partnerships.</p> <p>The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.</p>	
Adverse impacts of extreme weather and climate change	<p>Met Office weather alerts are monitored and cascaded.</p> <p>Site plans are reviewed annually or following an incident, if appropriate.</p> <p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events.</p>	
Risk to health and safety	<p>Proactive Health and Safety management, including audits, inspections, communications, and staffing.</p> <p>Department and Divisional Health and Safety Meeting are held regularly.</p>	

<p>Recruitment of suitable staff</p>	<p>Embed new operational structure. Support and training will be provided for existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.</p> <p>Recruitment of vacant posts.</p>
<p>Tree failure</p>	<p>Tree management systems are place, including regular inspections to identify any trees with structural or health issues.</p> <p>Highgate Wood and Queen's Park are closed in extreme weather conditions.</p> <p>An annual review of systems and inspections is undertaken by an independent external consultant.</p> <p>The Natural Environment Division's Tree Safety Policy is being reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.</p>
<p>Negative impacts of pests and diseases</p>	<p>Tree provenance is considered, and planting stock is sourced in accordance with best practice guidance.</p> <p>The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies. Staff remain vigilant for all tree pests and diseases.</p>
<p>Negative of visitor pressure</p>	<p>Additional monitoring and ecological assessments required. Messaging via social media asking visitors to use the site responsibly. Regular Ranger and Constabulary activity. Programmed restoration work is ongoing. Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. Carrying out educational and messaging campaigns to encourage the public to use the site responsibly. Very severely affected areas are temporarily fenced off to enable recovery. Target set for 2025 as we expect this to be a long-term mitigation exercise.</p>
<p>Outbreak of fire in woodland/heathland</p>	<p>Staff are made aware of extreme weather events and 'Trigger Events.'</p> <p>The Emergency Action Plan and Fire safety audits are reviewed and updated annually.</p> <p>Signage and social media messaging is used to remind visitors not to light fires or barbecues.</p>

TRUSTEE 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
Guildhall, London

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

Guildhall, London

Xx/xx/xx

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Opinion

We have audited the financial statements of Highgate Wood and Queen's Park Kilburn ('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 15 and 16, the Trustee are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustee either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk

of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

[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

	Notes	Unrestricted Funds £	Restricted Funds £	2023/24 Total Funds £	2022/23 Total Funds £
Income from:					
Voluntary activities	2	4,148	72,597	76,745	1,155
Charitable activities	3	231,151	-	231,151	225,471
Grant from City of London Corporation	4	1,533,369	-	1,533,369	1,254,787
Investments	5	5,630	-	5,630	6,707
Total income		1,774,298	72,597	1,846,895	1,488,120
Expenditure on:					
Charitable activities:					
Maintenance and preservation of Highgate Wood and Queen's Park Kilburn	6	1,744,186	27,597	1,771,783	1,503,483
Total expenditure		1,744,186	27,597	1,771,783	1,503,483
Net (loss) / gain on investments	11	16,649	-	16,649	(3,914)
Net (expenditure)/income and net movement in funds		46,761	45,000	91,761	(19,277)
Reconciliation of funds:					
Total funds brought forward	15	289,641	14,754	304,395	323,672
Total funds carried forward	15	336,402	59,754	396,156	304,395

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 23 to 34 form part of these financial statements.

BALANCE SHEET**AS AT 31 MARCH 2024**

	Notes	2024 Total £	2023 Total £
Fixed assets:			
Tangible assets	10	209,526	120,059
Investments	11	186,231	169,582
Total fixed assets		395,757	289,641
Current assets			
Debtors	12	109,129	38,177
Cash at bank and in hand		7,714	136,824
Total current assets		116,843	175,001
Creditors: Amounts falling due within one year	13	(116,444)	(160,247)
Net current assets/(liabilities)		399	14,754
Total assets less current liabilities		396,156	304,395
Total net assets		396,156	304,395
The funds of the charity:			
Restricted income funds	15	-	14,754
Unrestricted income funds	15	396,156	289,641
Total funds		396,156	304,395

The notes on pages 23 to 34 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London

Xx/xx/xx

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 except for fixed asset investments which are held at fair value and in accordance with 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 financial position, including future income levels, planned expenditure and the liquidity of the charity over the next 12-month period. This assessment helps to provide assurances that the charity can continue to keep operating over the next 12-month period. For this reason, 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 2024 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

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

Highgate Wood and Queen's Park comprises 315 hectares (780 acres) of land, together with associated buildings, located in the North London boroughs of Haringey and Brent respectively. The object of the charity is the preservation in perpetuity of Highgate Wood and Queen's Park Kilburn as open spaces for the recreation and enjoyment of the public. Highgate Wood and Queen's Park are considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

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

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

Tangible fixed assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is charged on a straight-line basis, in order to write off each asset over its estimated useful life as follows:

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Infrastructure	up to 20

(j) Investments

Investments are made in the City of London Charities Pool (charity number: 1021138) which is an investment mechanism operating in a similar way to a unit trust. This enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued at bid price. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities.

(k) 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.

(l) 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 object at the discretion of the Trustee and include both 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 out of unrestricted funds for a specific purpose.

(m) Insurance

The charity, elected Members and staff supporting the charity's administration are covered by the City Corporation's insurance liability policies, and otherwise under the

indemnity the City Corporation provides to Members and staff, funded from City's Estate.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds	Restricted income funds	Total 2023/24	Unrestricted funds	Restricted income funds	Total 2022/23
	£	£	£	£	£	£
Donations and legacies	4,148	-	4,148	30	1,125	1,155
Contributions	-	72,597	72,597	-	-	-
Total	4,148	72,597	76,745	30	1,125	1,155

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2023/24	Unrestricted funds 2022/23
	£	£
Charges for use of facilities	169,990	169,642
Rental income	61,161	55,829
Total	231,151	225,471

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2023/24	Unrestricted funds 2022/23
	£	£
Revenue and capital grant from City of London Corporation	1,533,369	1,254,787

5. INCOME FROM INVESTMENTS

	Unrestricted funds 2023/24	Unrestricted funds 2022/23
	£	£
Investment income	5,630	6,707

Income for the year included:

Voluntary activities – relating to income received for the Roman Kiln Project, from Friends of Highgate Roman Kiln and Community Infrastructure Levy (CIL) contributions from London Borough of Brent towards the Queen's Park Sandpit project. Also, donations received from the public.

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.

Charitable activities – being amounts generated from charges made for the use of facilities, such as for filming and sports bookings and from the rental of catering facilities and wayleave licenses.

6. EXPENDITURE

	Direct costs £	Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Maintenance and preservation of Highgate Wood and Queen's Park Kilburn	<u>1,446,622</u>	<u>325,161</u>	<u>1,771,783</u>	<u>1,208,947</u>	<u>294,536</u>	<u>1,503,483</u>

Charitable activity

Expenditure on the charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of Highgate Wood and Queen's Park Kilburn.

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:

	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:				
Chamberlain	27,411	-	27,411	40,633
Comptroller & City Solicitor	-	-	-	7,238
Town Clerk	-	41,254	41,254	35,698
City Surveyor	37,553	-	37,553	25,420
Natural Environment directorate	117,424	-	117,424	129,549
Other governance & support costs	12,287	6,930	19,217	19,232
Digital Services	82,302	-	82,302	36,766
Sub-total	276,977	48,184	325,161	294,536
Reallocation of governance costs	48,184	(48,184)	-	-
Total	325,161	-	325,161	294,536

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 15 (2022/23: 14).

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

	2023/24 £	2022/23 £
Salaries and wages	620,795	547,765
National Insurance costs	55,186	55,019
Employer's pension contributions	97,977	99,926
Total emoluments of employees	773,958	702,710

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance 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 funded by the City of London Corporation. A proportion of the Directors' employment benefits are allocated to this charity.

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

The amount of employee benefits received by key management personnel totalled £8,124 (2022/23: £21,079). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2023/24 (2022/23: £nil).

9. HERITAGE ASSETS

Since 1886 the primary purpose of the charity has been the preservation of Highgate Wood and Queen's Park Kilburn 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 Highgate Wood and Queen's Park Kilburn are contained in the Highgate Wood Conservation Management Plan 2013-2023 and Queen's Park Kilburn Conservation Management Plan 2014-2024. Records of heritage assets owned and maintained by Highgate Wood and Queen's Park Kilburn can be obtained from the Executive Director of Environment at the principal address as stated on page 35.

10. TANGIBLE FIXED ASSETS

	Land and Buildings	Infrastructure	Furniture and Equipment	Total
	£	£	£	£
Cost				
At 1 April 2023	166,388	257,130	-	423,518
Additions	-	-	105,955	105,955
Disposals	-	-	-	-
At 31 March 2024	166,388	257,130	105,955	529,473
Depreciation				
At 1 April 2023	59,475	243,984	-	303,459
Charge for the year	3,342	13,146	-	16,488
At 31 March 2024	62,817	257,130	-	319,947
Net book value				
At 31 March 2024	103,571	-	105,955	209,526
At 31 March 2023	106,913	13,146	-	120,059

11. FIXED ASSET INVESTMENTS

The investments are held in the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number: 1021138). The Charities Pool is a UK registered unit trust.

The value of investments held by the charity are as follows:

	2024	2023
	£	£
Market value 1 April	169,582	173,496
Gain / (loss) for the year	16,649	(3,914)
Market value 31 March	186,231	169,582
Cost 31 March	107,254	107,254
Units held in Charities Pool	18,728	18,728

The geographical spread of listed investments as at 31 March was as follows:

	Held		Total at 31	Held		
	Held in the	outside the	March	Held in the	outside the	Total at 31
	UK	UK	2024	UK	UK	March 2023
	£	£	£	£	£	£
Equities	156,695	20,392	177,087	137,606	23,069	160,675
Pooled Units	6,946	-	6,946	5,557	-	5,557
Cash held by Fund Manager	2,198	-	2,198	3,350	-	3,350
Total	165,839	20,392	186,231	146,513	23,069	169,582

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

	2024	2023
	£	£
Rental debtors	18,106	4,808
Prepayments and accrued income	6,437	6,546
Recoverable VAT	41,886	23,553
Other debtors	42,700	3,270
Total	109,129	38,177

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	8,770	55,569
Accruals	79,689	60,405
Deferred income	4,502	4,502
Other creditors	23,483	39,771
Total	116,444	160,247

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	4,502	3,502
Amounts released to income	(4,502)	(3,502)
Amounts deferred in the year	4,502	4,502
Balance at 31 March	4,502	4,502

14. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2024	Unrestricted income funds		Restricted funds	Total at 31 March 2024	Total at 31 March 2023
	General funds	Designated funds			
	£	£			
Tangible assets	-	209,526	-	209,526	120,059
Investments	186,231	-	-	186,231	169,582
Current assets	116,843	-	-	116,843	175,001
Current liabilities	(116,444)	-	-	(116,444)	(160,247)
Total	186,630	209,526	-	396,156	304,395

At 31 March 2023	Unrestricted income funds		Restricted funds	Total at 31 March 2023	Total at 31 March 2022
	General funds	Designated funds			
	£	£			
Tangible assets	-	120,059	-	120,059	136,547
Investments	169,582	-	-	169,582	173,496
Current assets	160,247	-	14,754	175,001	46,359
Current liabilities	(160,247)	-	-	(160,247)	(32,730)
Total	169,582	120,059	14,754	304,395	323,672

15. MOVEMENT IN FUNDS

At 31 March 2024	Total as at 1 April 2023	Income	Expenditure	Gains & (losses)	Transfers	Total as at 31 March 2024
	£					
Restricted funds:						
CIL Contributions	-	45,000			(45,000)	-
Roman Kiln Project	-	27,597	(27,597)		-	-
Campaign donations	14,754	-	-		(14,754)	-
Total Restricted Funds	14,754	72,597	(27,597)	-	(59,754)	-
Unrestricted funds:						
General funds	169,582	1,728,097	(1,727,698)	16,649	-	186,630
Designated funds:						
Furniture & Equipment	-	46,201	-	-	59,754	105,955
Land & Buildings	106,913		(3,342)			103,571
Infrastructure	13,146		(13,146)		-	-
Total unrestricted funds	289,641	1,774,298	(1,744,186)	16,649	59,754	396,156
Total funds	304,395	1,846,895	(1,771,783)	16,649	-	396,156

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Total as at 31 March 2023 £
Restricted Funds					
Campaign donations	13,629	1,125	-	-	14,754
Total Restricted Funds	13,629	1,125	-	-	14,754
Unrestricted funds:					
General funds	173,496	1,486,995	(1,486,995)	(3,914)	169,582
Designated funds:					
Tangible fixed assets	136,547	-	(16,488)	-	120,059
Total	310,043	1,486,995	(1,503,483)	(3,914)	289,641
Total funds	323,672	1,488,120	(1,503,483)	(3,914)	304,395

Purposes of restricted funds

The restricted fund for 'Campaign Donations' represents funds received from the public through donations. A donations page has been created on the Queen's Park webpage, inviting and enabling the public to make on-line donations to the Queen's Park Sandpit and Playground Improvements project. In total £nil was received during the year (2022/23: £1,125). During the year, a contribution of £45,000 from CIL monies was provided by the London Borough of Brent towards the cost of the sandpit project (2022/23: £nil). This reserve was fully utilised during 2023/24 to part fund the cost of the sandpit project.

Purposes of designated funds

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

Fixed Assets – these are included at historic cost less accumulated depreciation in accordance with Note 1 (j). At 31 March 2024 the net book value of fixed assets amounted to £209,526 (2022/23: £120,059)

16. 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 in brackets represent amounts due to or from another entity at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2023/24 £	2022/23 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	1,533,369	1,254,787	The City of London Corporation's City's Estate meets the deficit on running expenses of the charity
		(nil)	(nil)	
		325,161	294,536	Administrative services provided for the charity
		(nil)	(nil)	
		5,630	6,707	Distribution from the Charities Pool
		(nil)	(nil)	

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: Highgate Wood and Queen's Park Kilburn

Registered charity number: 232986

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 and 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

Katie Stewart – Executive Director of Environment

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 1000, BX1 1LT

INVESTMENT ADVISORS:

Artemis Investment Management Limited, Cassini House, 57 St. James's Street, London, SW1A 1LD

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

CHBOffice-BusinessSupport@cityoflondon.gov.uk

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Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 22 October 2024
Subject: Operational Finance Progress Report 2024/25 (Period 5 April - August) – Highgate Wood & Queen's Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Chamberlain	For Information
Report author: 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 Highgate Wood & Queen's Park charity (charity registration number: 232986) 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 Highgate Wood & Queen's Park charity (charity registration number: 232986), 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.
2. 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 Highgate Wood & Queen's Park charity for 2024/25 currently amounts to (£1.903m) net expenditure. As at August 2024, actual net expenditure amounted to (£503k), with a current forecast outturn for 2024/25 of (£1.842m) net expenditure. This amounts to a projected net underspend of £61k, equivalent to 3.19% 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 & 2, 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.

Table 1 – Revenue Operating Budget Summary – August 2024

	Latest Budget £'000s	Actual Aug 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	(2,124)	(624)	(2,072)	52	2.43%
Gross Income	221	120	230	9	4.07%
Net Expenditure	(1,903)	(503)	(1,842)	61	3.19%

Expenditure

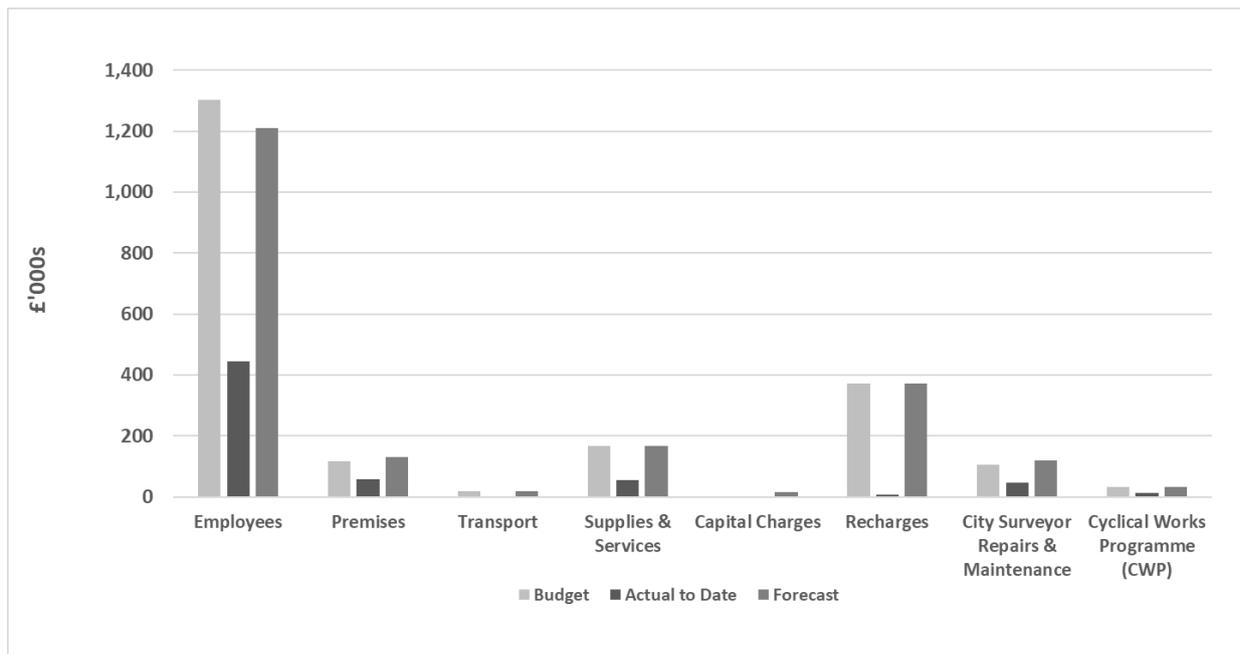
6. A breakdown and analysis of the latest gross expenditure position for 2024/25 is set out in Table 2 below:

Table 2 – Expenditure Summary – August 2024

	Latest Budget £'000s	Actual Aug 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	(1,611)	(558)	(1,545)	66	4.10%
Recharges and Support Services	(373)	(6)	(373)	0	0.00%
City Surveyor Repairs and Maintenance	(140)	(59)	(154)	(14)	(10.21)%
Total Gross Expenditure	(2,124)	(624)	(2,072)	52	2.43%

7. As shown in Table 2, total gross expenditure to the end of August 2024 amounted to (£624k), amounting to 29.36% of the total gross expenditure budget for 2024/25 of (£2.124m). Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to August 2024 against 2024/25 Forecast Outturn.

Graph 1 – Expenditure Categories – April to August 2024



8. The charity is currently forecasting total gross expenditure for 2024/25 of (£2.072m), a projected underspend of £52k (2.43%) compared with a total gross expenditure budget of (£2.124m). This underspend is primarily explained by the following:

- £92k staffing underspend due to delayed recruitment of operative ranger and gardener roles across both Highgate Wood and Queens’s Park;
- (£8k) energy costs are expected to be overspent as a result of increased energy prices. Potentially there may be further central contingency funding to meet this;
- (£7k) overspend on rates as a result of increases in 24/25 council tax;
- (£12k) increase in depreciation after the addition of equipment purchased at Queen's Park Play Area;
- (£12k) net increase in City Surveyors mainly due to breakdown of equipment of the Queen’s Park bandstand

Income

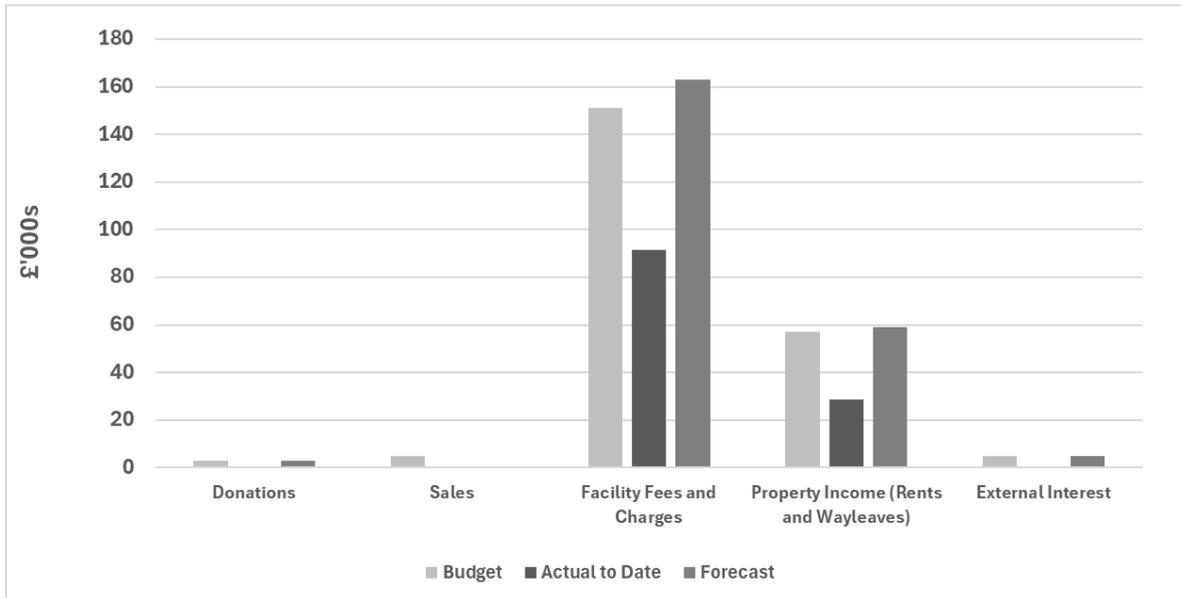
9. A breakdown and analysis of the latest gross income position for 2024/25 is set out in Table 3 below:

Table 3 – Income Summary — August 2024

	Latest Budget £'000s	Actual Aug 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	221	120	230	9	4.07%
Recharges and Support Services	0	0	0	0	0.00%
Total Gross Income	221	120	230	9	4.07%

10. As shown in Table 3, total income to the end of August 2024 amounted to £120k, amounting to 54.43% of the total gross income budget to be achieved for 2024/25 of £221k. 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 £230k, amounting to £9k in extra income (4.07%) compared with a total gross income budget of £221k for the current financial year. This is largely explained by the following:

- £12k increase in tennis fees expected to yield another 15% on top of budget;
- £2k extra rental income forecasted which is expected to match 2023/24 income
- Partly offset by a (£5k) reduction in sales as no sales expected, there will be no budget here in future years.

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 officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.

13. Out of a current approved budget of £152k, £149k has been spent or committed to date, leaving a remaining budget of £3k to progress the various projects to the next project gateway, release of further capital funds or completion.

Table 4 – Live Capital Projects

Capital Projects - Queen's Park	Total Estimated Cost of Project £'s	Current Approved Budget £'s	Prior Year Actual Spend £'s	In Year Actual Expenditure £'s	In Year Committed Expenditure £'s	Current Approved Budget Unspent £'s
QP Play Area and Sandpit replacement of equipment	105,955	152,000	105,955	38,266	4,319	3,460
TOTAL QUEEN'S PARK	105,955	152,000	105,955	38,266	4,319	3,460

Outstanding Invoiced Debts

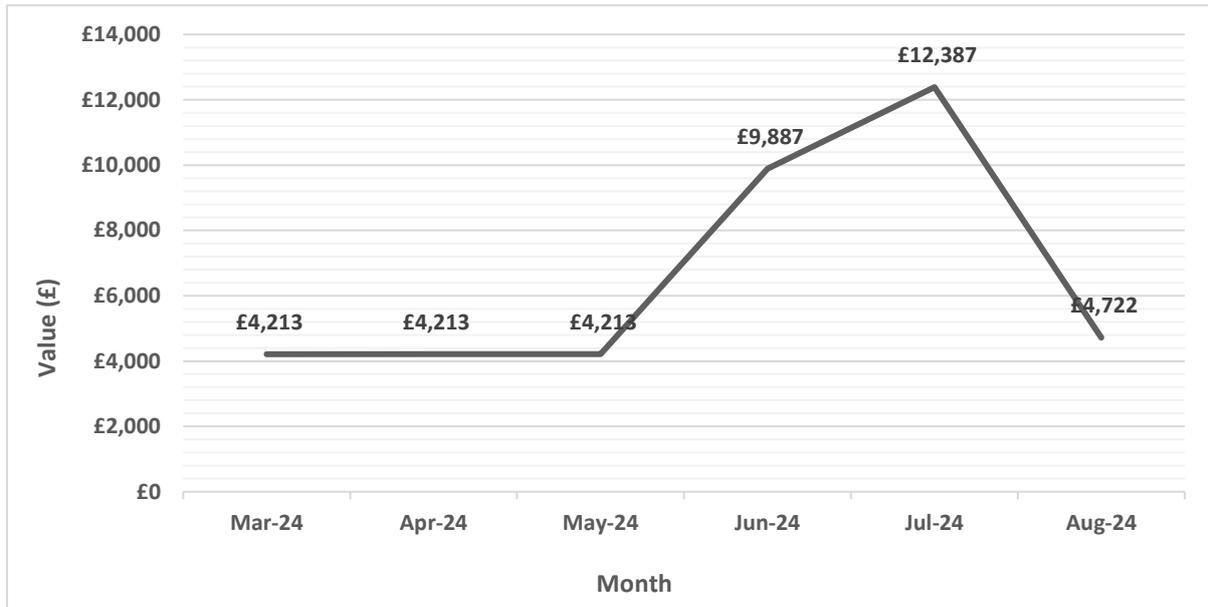
14. At the end of August 2024, total outstanding invoiced debt was £8,825. Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

Table 5 – Analysis of Outstanding Invoiced Debts – August 2024

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£441	4.99%
31-60 Days	£1,461	16.55%
61-90 Days	£1,475	16.72%
91-120 Days	£726	8.23%
121-365 Days	£3,818	43.27%
Over 365 Days	£904	10.24%
Total Outstanding Debts	£8,825	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 £4,722 in August 2024, a decrease of £7,664 compared with July 2024.

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



16. Current outstanding debts over 120 days include £3,818 owed by a tenant for gas usage, it is understood that this payment will be settled shortly. The outstanding amount of £904 is associated with unpaid sundry invoices which are currently being pursued.

Charity Reserve Funds

17. Table 6 below provides a summary of the different reserves held by Highgate Wood & Queen’s 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 3 which lists the individual restricted, unrestricted and designated funds held by Highgate Wood & Queen’s Park charity. It details the opening balance for 2024/25 and any movements in the current financial year to date. Appendix 3 also provides a technical definition for each of the different types of reserve funds held.

Table 6 - Reserve Funds Summary – August 2024

	Opening Balance 2024/25	Income	Expenditure	Current Balance
Restricted Funds	£0	£0	£0	£0
Unrestricted Funds	£186,630	£0	£0	£186,630
Designated Funds	£209,526	£0	£0	£209,526
Total	£396,156	£0	£0	£396,156

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 **actual total net running costs for the year** 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 Highgate Wood & Queen's Park charity accounts has not yet been completed.

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

Highgate Wood & Queens Park	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 (Est.) £'000s
Gross Expenditure	(1,387)	(1,294)	(1,338)	16	0
Cyclical Works Expenditure	(145)	(64)	(165)	0	0
Capital Expenditure	0	0	0	(46)	0
Gross Income	153	321	233	0	0
Total Contribution from City of London	(1,379)	(1,037)	(1,270)	(30)	0

22. As can be seen from the Table 7, 2023/24 saw an increase in the contribution from City's Estate to Highgate Wood & Queen's Park charity compared with the previous year. This is mostly due to gross expenditure increase of (£390k) driven by energy and professional fees doubling in 2023/24 which required an increase in the level of deficit funding provided by City's Estate. This was on top of an increase in capital expenditure (£46k) on the Queen's Park Sandpit.

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 gross expenditure as a result of an increase in staff costs as most TOM2 roles and vacancies have been recruited.

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 – Highgate Wood & Queen's Park Charity – Revenue Operating Budget – 2024/25

Appendix 2 – Queen's Park Charity – Revenue Operating Budget – 2024/25

Appendix 3 – Highgate Wood & Queen's Park Charity - Reserve Funds – August 2024

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Highgate Wood - Operating Budget 2024/25

APPENDIX 1

FY 2023/24 Actuals £	Highgate Wood	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
318,602	Direct Employees	577,000	185,127	525,000	(52,000)	-9%	1
590	Indirect Employees	0	474	1,000	1,000	n/a	2
90	Repairs and Maintenance	2,000	0	2,000	0	0%	
19,568	Energy Costs	9,000	3,797	15,000	6,000	67%	3
21,733	Rates/Council Tax	20,000	26,258	27,000	7,000	35%	4
2,679	Water Services	6,000	5,656	6,000	0	0%	5
4,938	Cleaning and Domestic Supplies	4,000	2,068	4,000	0	0%	
10,916	Grounds Maintenance Costs	13,000	532	13,000	0	0%	
59,924	Premises	54,000	38,311	67,000	13,000	24%	
0	Transport	1,000	0	1,000	0	0%	
89,197	Supplies and Services	68,000	32,781	68,000	0	0%	6
399	Transfer to Reserve	0	0	0	0	0%	
468,711	Total Expenditure (Local Risk)	700,000	256,693	662,000	(38,000)	-5%	
(27,995)	Other Grants, Reimbursements and Contributions	0	0	0	0	0%	
(33,535)	Fees and charges	(48,000)	(3,224)	(48,000)	0	0%	
(39,584)	Rents, tithes etc	(39,000)	(19,742)	(39,000)	0	0%	
(101,114)	Total Income (Local Risk)	(87,000)	(22,966)	(87,000)	0	0%	
367,597	Total Net Expenditure - Local Risk	613,000	233,727	575,000	(38,000)	-6.20%	
	Central Risk						
(5,631)	External Interest	(5,000)	0	(5,000)	0	0%	
(5,631)	Total Income (Central Risk)	(5,000)	0	(5,000)	0	0%	
(5,631)	Total Net Expenditure - Central Risk	(5,000)	0	(5,000)	0	0%	
	Recharges						
	Support Services						
35,756	Support Services	36,000	0	36,000	0	0%	
12,750	Surveyors' Employee Recharge	12,000	0	12,000	0	0%	
27,434	IT Recharge	10,000	0	10,000	0	0%	
2,627	Premises Insurance	3,000	1,983	3,000	0	0%	
1,713	Liability Insurance	2,000	347	2,000	0	0%	
80,280	Total Support Services	63,000	2,330	63,000	0	0%	
50,221	Recharges Within Fund (Natural Environment Directorate)	97,000	0	97,000	0	0%	
130,501	Total Expenditure (Recharges)	160,000	2,330	160,000	0	0%	
130,501	Total Net Expenditure - Recharges	160,000	2,330	160,000	0	0%	
82,719	City Surveyor's - Cyclical Works Programme	26,000	9,991	26,000	0	0%	
23,940	City Surveyor's Repairs and Maintenance	55,000	(5,255)	51,706	(3,294)	-6%	
0	City Surveyor's Cleaning and Pest Control	0	0	0	0	0%	
23,940	City Surveyor's - Facilities Management	55,000	-5,255	51,706	(3,294)	-6%	7
599,126	Total Net Expenditure	849,000	240,793	807,706	(41,294)	-4.86%	

Notes:

- 1 £52k saving as a result of delayed recruitment for the following roles - 1 x ranger and 2 x operative rangers
- 2 Recruitment and Advertising expenditure needed for roles mentioned in point 1
- 3 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.
- 4 Forecast adjusted as a result of increase in council tax
- 5 Water bill YTD looks higher than expected and should be in line with last year. Currently being reviewed.
- 6 Carry forward budget of £37k approved for essential works needed to bring the children's play area at Highgate Wood to a safe state of repair
- 7 Projected underspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

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Queen's Park - Operating Budget 2024/25

APPENDIX 2

FY 2023/24 Actuals £	Queen's Park	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
455,017	Direct Employees	720,000	259,004	680,000	(40,000)	-6%	1
5,392	Indirect Employees	7,000	834	5,000	(2,000)	-29%	2
2,973	Repairs and Maintenance	0	(2,585)	0	0	0%	
14,084	Energy Costs	7,000	2,589	9,000	2,000	29%	3
5,013	Rates/Council Tax	4,000	5,597	6,000	2,000	50%	4
8,442	Water Services	12,000	1,815	10,000	(2,000)	-17%	5
5,769	Cleaning and Domestic Supplies	16,000	4,132	16,000	0	0%	
37,316	Grounds Maintenance Costs	24,000	7,527	24,000	0	0%	
73,597	Premises	63,000	19,075	65,000	2,000	3%	
(875)	Transport	18,000	140	18,000	0	0%	
38,603	Equipment, Furniture and Materials	53,000	9,597	53,000	0	0%	
47,988	Fees and Services	28,000	9,307	28,000	0	0%	
12,773	Other	19,000	3,106	19,000	0	0%	
99,364	Supplies and Services	100,000	22,010	100,000	0	0%	
0	Transfer to Reserve	0	0	0	0	0%	
632,495	Total Expenditure (Local Risk)	908,000	301,063	868,000	(40,000)	-4%	
(3,750)	Other Contributions (incl. donations)	(3,000)	0	(3,000)	0	0%	
0	Sales	(5,000)	0	0	5,000	100%	6
(104,649)	Facilities	(88,000)	(70,806)	(100,000)	(12,000)	-14%	7
(31,806)	Other Fees and Charges	(15,000)	(17,525)	(15,000)	0	0%	
(21,577)	Rents etc	(18,000)	(9,000)	(20,000)	(2,000)	-11%	
(161,782)	Total Income (Local Risk)	(129,000)	(97,331)	(138,000)	(9,000)	-7%	
470,713	Total Net Expenditure - Local Risk	779,000	203,732	730,000	(49,000)	-6.29%	
	Central Risk						
7,580	Supplies and Services	0	0	0	0	0%	
16,488	Capital Charges	3,000	0	15,000	12,000	-400%	8
105,955	Transfer to Reserves	0	0	0	0	0%	
130,023	Total Expenditure (Central Risk)	3,000	0	15,000	12,000	400%	
(105,955)	Other Contributions	0	0	0	0	0%	
(105,955)	Total Income (Central Risk)	0	0	0	0	0%	
24,068	Total Net Expenditure - Central Risk	3,000	0	15,000	12,000	400%	
	Recharges						
	Support Services						
52,812	Support Services	53,000	0	53,000	0	0%	
4,250	Surveyors' Employee Recharge	5,000	0	5,000	0	0%	
54,868	IT Recharge	18,000	0	18,000	0	0%	
4,444	Premises Insurance	5,000	3,339	5,000	0	0%	
290	Transport Insurance	0	67	0	0	0%	
3,214	Liability Insurance	4,000	702	4,000	0	0%	
119,878	Total Support Services	85,000	4,108	85,000	0	0%	
67,203	Recharges Within Fund (Natural Environment Directorate)	128,000	0	128,000	0	0%	
0	Recharges Across Fund (Structural Maintenance Open Spaces)	0	0	0	0	0%	
187,081	Total Expenditure (Recharges)	213,000	4,108	213,000	0	0%	
0	Recharges Within Fund (Learning Team and Corporate and Democratic Core)	0	0	0	0	0%	
0	Total Income (Recharges)	0	0	0	0	0%	
187,081	Total Net Expenditure - Recharges	213,000	4,108	213,000	0	0%	
50,948	City Surveyor's - Cyclical Works Programme	7,000	3,516	7,000	0	0%	
170,217	City Surveyor's Repairs and Maintenance	52,000	51,235	69,591	17,591	34%	
1,167	City Surveyor's Cleaning and Pest Control	0	0	0	0	0%	
171,384	City Surveyor's - Facilities Management	52,000	51,235	69,591	17,591	34%	9
904,194	Total Net Expenditure	1,054,000	262,591	1,034,591	(19,409)	-1.84%	

Notes:

- Underspend due to 3 vacant Operative rangers & 1 Gardener now in place since July
- Training and staffing costs expected to be in line to last FY.
- 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.
- Forecast adjusted as a result of Council Tax increases
- Projected underspend based on actual water bills to date
- No Sales expected, budget to be removed going forward
- Increase in tennis Fees expected to yield another 15% on top of projected forecast
- Equipment Depreciation as a result of the addition of equipment purchased at Queen's Park Play Area
- Projected overspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

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Charity Funds - August 2024

	Opening Balance 2024/25	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2024/25
	£'s	£'s	£'s	£'s	£'s
Highgate Wood & Queen's Park					
Restricted Funds:	0				0
Unrestricted Funds:					
General funds	186,630				186,630
Designated (Unrestricted Fund):					
Furniture & Equipment	105,955				105,955
Land & Buildings	103,571				103,571
Infrastructure	0				0
Total Highgate Wood & Queen's Park	396,156	0	0	0	396,156

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 reasonable period of time.

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

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.

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